



## ***Military Working Group Agenda***

**Monday, February 12, 2024  
9 a.m.**

Welcome to SANDAG. The Military Working Group meeting scheduled for Monday, February 12, 2024, will be held in person in the SANDAG Board Room. While Military Working Group members will attend in person, members of the public will have the option of participating either in person or virtually.

For public participation via Zoom webinar, click the link to join the meeting: <https://us02web.zoom.us/j/88405257160>

Webinar ID: 884 0525 7160

To participate via phone, dial a number based on your current location in the US:

+1 (669) 900-6833      +1 (929) 205-6099      International numbers available: <https://us02web.zoom.us/j/88405257160>

SANDAG relies on commercial technology to broadcast the meeting via Zoom. If we experience technical difficulty or you are unexpectedly disconnected from the broadcast, please close and reopen your browser and click the link to rejoin the meeting. SANDAG staff will take all possible measures to ensure a publicly accessible experience.

**Public Comments:** Members of the public may speak to the Military Working Group on any item at the time the Military Working Group is considering the item. Public speakers are generally limited to three minutes or less per person.

Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at [clerkoftheboard@sandag.org](mailto:clerkoftheboard@sandag.org) (please reference Military Working Group meeting in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. the business day before the meeting will be provided to members prior to the meeting. All comments received prior to the close of the meeting will be made part of the meeting record.

If you desire to provide in-person verbal comment during the meeting, please fill out a speaker slip, which can be found in the lobby. If you have joined the Zoom meeting by computer or phone, please use the "Raise Hand" function to request to provide public comment. On a computer, the "Raise Hand" feature is on the Zoom toolbar. By phone, enter \*9 to "Raise Hand" and \*6 to unmute. Requests to provide live public comment must be made at the beginning of the relevant item, and no later than the end of any staff presentation on the item. The Clerk will call on members of the public who have timely requested to provide comment by name for those in person and joining via a computer, and by the last three digits of the phone number of those joining via telephone. Should you wish to display media in conjunction with your comments, please inform the Clerk when called upon. The Clerk will be prepared to have you promoted to a position where you will be able to share your media yourself during your allotted comment time. In-person media sharing must be conducted by joining the Zoom meeting on the personal device where the content resides. Please note that any available chat feature on the Zoom meeting platform should be used by panelists and attendees solely for procedural or other "housekeeping" matters as comments provided via the chat feature will not be retained as part of the meeting record. All comments to be provided for the record must be made in writing via email or speaker slip, or verbally per the instructions above.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG provides access to all agenda and meeting materials online at [sandag.org/meetings](https://sandag.org/meetings). Additionally, interested persons can sign up for email notifications at [sandag.org/subscribe](https://sandag.org/subscribe). A physical copy of this agenda may be viewed at the SANDAG Toll Operations Office, 1129 La Media Road, San Diego, CA 92154, at any time prior to the meeting.

To hear the verbatim discussion on any agenda item following the meeting, the [audio/video](#) recording of the meeting is accessible on the SANDAG website.

SANDAG agenda materials can be made available in alternative languages. To make a request, call (619) 699-1900 at least 72 hours in advance of the meeting.

Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al (619) 699-1900 al menos 72 horas antes de la reunión.



**SANDAG offices are accessible by public transit. Phone 511 or visit [511sd.com](http://511sd.com) for route information. Bike parking is available in the parking garage of the SANDAG offices.**

SANDAG operates its programs without regard to race, color, and national origin in compliance with Title VI of the Civil Rights Act. SANDAG has developed procedures for investigating and tracking Title VI complaints, and the procedures for filing a complaint are available to the public upon request. Questions concerning SANDAG nondiscrimination obligations or complaint procedures should be directed to the SANDAG General Counsel, John Kirk, at (619) 699-1997 or [john.kirk@sandag.org](mailto:john.kirk@sandag.org). Any person who believes they or any specific class of persons to be subjected to discrimination prohibited by Title VI also may file a written complaint with the Federal Transit Administration.



**SANDAG Notice of Non-Discrimination | Aviso de no discriminación de SANDAG | Abiso sa Hindi Pandiskrimina ng SANDAG | Thông cáo Không phân biệt đối xử của SANDAG | SANDAG 非歧视通知 | SANDAG: إشعار عدم التمييز**

This meeting will be conducted in English, and simultaneous interpretation may be provided in Spanish if requested at least 72 hours in advance. Interpretation in additional languages will be provided upon request to [ClerkoftheBoard@sandag.org](mailto:ClerkoftheBoard@sandag.org) at least 72 business hours before the meeting.

Esta reunión se llevará a cabo en inglés, y se puede proporcionar interpretación simultánea en español si se solicita con al menos 72 horas de anticipación. Se ofrecerá interpretación en otros idiomas previa solicitud a [ClerkoftheBoard@sandag.org](mailto:ClerkoftheBoard@sandag.org) al menos 72 horas hábiles antes de la reunión.

**Free Language Assistance | Ayuda gratuita con el idioma | Libreng Tulong sa Wika | Hỗ trợ ngôn ngữ miễn phí | 免費語言協助 | 免費語言協助 | مجانية لغوية مساعدة | 무료 언어 지원 | رایگان زبان کمک | 無料の言語支援 | Бесплатная языковая помощь | Assistência linguística gratuita | मुफ्त भाषा सहायता | Assistance linguistique gratuite | ස්ත්‍රීයභාෂාභාෂිකීර්මය | ఉచిత భాషా సహాయం | ການຊ່ວຍເຫຼືອດ້ານພາສາພາສາ | Kaalmada Luqadda ee Bilaashka ah | Безкоштовна мовна допомога | [sandag.org/LanguageAssistance](http://sandag.org/LanguageAssistance) | (619) 699-1900**

### **Closed Captioning is available**

SANDAG uses readily available speech recognition technology to automatically caption our meetings in Zoom. The accuracy of captions may vary based on pronunciations, accents, dialects, or background noise. To access Closed Captions, click the "CC" icon in the toolbar in Zoom. To request live closed caption services, please contact the Clerk of the Board at [clerkoftheboard@sandag.org](mailto:clerkoftheboard@sandag.org) or at (619) 699-1900, at least 72 hours in advance of the meeting.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact the Clerk of the Board at [clerkoftheboard@sandag.org](mailto:clerkoftheboard@sandag.org) or at (619) 699-1985, at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900 or (619) 699-1904 (TTY), or fax (619) 699-1905 at least 72 hours in advance of the meeting.

**Vision Statement:** *Pursuing a brighter future for all*

**Mission Statement:** *We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

**Our Commitment to Equity:** *We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.*

*We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.*

*We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.*

# San Diego Regional Military Working Group

Monday, February 12, 2024

## Comments and Communications

### 1. Public Comments/Communications/Member Comments

Members of the public shall have the opportunity to address the Military Working Group (MWG) on any issue within the jurisdiction of MWG that is not on this agenda. Public speakers are limited to three minutes or less per person. Public comments under this agenda item will be limited to five public speakers. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. MWG members and SANDAG staff also may present brief updates and announcements under this agenda item.

## Consent

### +2. Approval of Meeting Minutes

*Tessa Lero, SANDAG*

Approve

The Military Working Group is asked to review and approve the minutes from its September 11, 2023, meeting.

[Meeting Minutes](#)

### +3. Military Working Group Advisory Membership Request by the San Diego Military Advisory Council

*Antoinette Meier, April DeJesus, SANDAG*

Approve

The MWG is asked to recommend the addition of the San Diego Military Advisory Council as a regular advisory member of the SANDAG Military Working Group.

[Proposed Charter Amendment to add SDMAC as Advisory Member](#)

[Att. 1 - Military Working Group Charter-2023-01-25 Revised](#)

### +4. Approval of the 2024 Meeting Calendar

*Chair Steve Goble, MWG*

Approve

The MWG is asked to approve the proposed meeting dates for 2024.

[2024 MWG Meeting Calendar](#)

## Reports

### 5. Chair's Report

*Chair Steve Goble, MWG*

Information

Chair Goble will present updates on the MWG and other SANDAG initiatives.

### +6. Member and Staff Updates

*Chair Steve Goble, MWG*

Discussion

MWG members and staff will present updates on relevant projects and programs.

[Att. 1 - Base Tour Summary](#)

### +7. SDMAC 2023 Economic Impact Report

Information

*Michael Balmert, SDMAC; Dr. Michael Meyer, University of California, San Diego*

Mark Balmert and Dr. Meyer will present an overview of the San Diego Military Advisory Council's 2023 Economic Impact Report.

[2023 SDMAC Annual Military Economic Impact Report](#)  
[Supporting Materials](#)

**8. OLDCC Defense Community Infrastructure Pilot Program FY24 Funding Opportunity**

Information

*Mary Beth Greiner, OLDCC*

Mary Beth Greiner will present a comprehensive overview of the Office of Local Defense Community Cooperation (OLDCC) Program of Assistance with information on how to apply for grant funding and an opportunity to ask high-level questions and discuss project concepts.

[Supporting Materials](#)

**+9. 2025 Regional Plan Overview**

Discussion

*Danielle Kochman, SANDAG*

Staff will present an overview of the initial concept for the draft 2025 Regional Plan.

[2025 Regional Plan Initial Concept](#)  
[Att. 1 - Initial Concept for the Draft 2025 Regional Plan](#)  
[Att. 2 - Policies and Programs Summary](#)  
[Supporting Materials](#)

**+10. SANDAG Employer Program Overview**

Information

*Khalisa Bolling, SANDAG*

Staff will present an overview of the Sustainable Transportation Services program and benefits.

[SANDAG Employer Commuter Program Overview](#)  
[Supporting Materials](#)

**11. Adjournment**

The next meeting of the MWG is scheduled for May 6, 2024, at 9 a.m.

+ next to an agenda item indicates an attachment



February 12, 2024

**September 11, 2023, Meeting Minutes****[View Meeting Video](#)**

Chair Steve Goble (El Cajon) called the meeting of the San Diego Regional Military Working Group (MWG) to order at 9:04 a.m.

**1. Public/Comments Communications/Member Comments**

There were no public or member comments on this item.

**2. Approval of Meeting Minutes**

There were no public or member comments on this item.

Action: Upon a motion by Jim Gruny (Marine Corps Recruit Depot) and a second by Rich Whipple (County of San Diego), the MWG voted to approve the minutes from its May 9, 2022, meeting.

The motion passed.

Yes: Tony Winney (City of Coronado), Erika Cortez-Martinez (City of Imperial Beach), Rich Whipple (County of San Diego), John Gamelin (Marine Corps Installation West), Jim Gruny (Marine Corps Recruit Depot), Beverly Neff (Metropolitan Transit System), Anna Shepherd (Navy Region Southwest Facilities Command), Jose Cervantes (North County Transit District), and Aimee Heim (Port of San Diego).

No: None.

Abstain: None.

Absent: City of National City, City of Oceanside, City of San Diego, and Coast Guard San Diego Sector.

**Reports****3. Chair's Report**

Chair Goble presented updates on the MWG and other SANDAG initiatives, including recognizing the historical significance of 9/11, announcing the MWG charter now allows for more than one alternate per member agency, the CEO departure and recruitment, and updates on the LOSSAN corridor.

There were no public comments on this item.

Action: Information only.

**4. Member and Military Updates**

Members presented updates on projects and programs under the jurisdiction of the MWG.

There were no public comments on this item.

Action: Information only.

**5. Airport Transit Connection**

Director of Strategic Projects Ryan Kohut presented an overview of the Airport Transit Connection project.

There were no public comments on this item.

Action: Information only.

## **6. Office of Local Defense Community Cooperation Program Assistance Overview**

Mary Beth Greiner, Office of Local Defense Community Cooperation (OLDCC), presented a comprehensive overview of the OLDCC Program of Assistance.

There were no public comments on this item.

Action: Information only.

## **7. National City Installation Resiliency Study**

Tom Bertulis, KTUA Planning and Landscape Architecture, presented an update of the National City Installation Resiliency Plan.

There were no public comments on this item.

Action: Information only.

## **8. Harbor Drive 2.0/Vesta Bridge Port Access Improvements**

Jose Luis Robles, Caltrans, and Senior Regional Planner Andrea Hoff presented an overview of Harbor Drive 2.0/Vesta Bridge Port Access Improvements: Enhancing Freight and Community Mobility in San Diego's Working Waterfront.

There were no public comments on this item.

Action: Information only.

## **9. Upcoming Meetings**

The next MWG meeting is scheduled for Monday, December 4, 2023, at 9:00 a.m. Chair Goble announced the upcoming Joint Working Group meeting scheduled for December 7, 2023.

## **10. Adjournment**

Chair Goble adjourned the meeting at 10:45 a.m.

## Confirmed Attendance at Military Working Group Meeting

Jurisdiction	Name	Attended	Comments
City of Coronado	Tina Friend	No	
	Tony Winney, Alternate	Yes	
City of Imperial Beach	Erika Cortez-Martinez	Yes	
	Tyler Foltz, Alternate	No	
City of National City	Amanda Vergara	No	
	Ben Martinez, Alternate	No	
City of Oceanside	Russ Cunningham	No	
	Vacant, Alternate	No	
City of San Diego	Tait Galloway	No	
	Seth Litchney, Alternate	No	
Coast Guard San Diego Sector	Becca Brooks	No	
	Ashlee Wasowski, Alternate	No	
County of San Diego	Rich Whipple	Yes	
	Robert Efrid, Alternate	No	
Marine Corps Installation West	John Gamelin	Yes	
	Sam Jammal, Alternate	No	
Marine Corps Recruit Depot	Jim Gruny	Yes	
	Vacant	No	
Metropolitan Transit System	Beverly Neff	Yes	
	Julia Tuer, Alternate	No	
Navy – Southwest Division Naval Facilities Engineering Command	Anna Shepherd	Yes	
	Muska Laiq, Alternate	Yes	
North County Transit District	Jose Cervantes	Yes	
	Mary Balderrama, Alternate	No	
Port of San Diego	Commissioner Frank Urtasun	No	
	Aimee Heim, Alternate	Yes	
<b>NON-VOTING MEMBER</b>			
City of El Cajon	Steve Goble, Chair	Yes	

## San Diego Regional Military Working Group

February 12, 2024

# Military Working Group Advisory Membership Request by the San Diego Military Advisory Council

## Overview

On October 14, 2023, the San Diego Military Advisory Council (SDMAC) submitted a request to serve as an advisory member of the SANDAG Military Working Group, which is supported by the Chair of the Military Working Group and SANDAG staff.

## Key Considerations

The SANDAG Military Working Group is composed of thirteen members, including four representatives from the armed forces: Navy Region Southwest; Marine Corps Installation West; Marine Corps Recruitment Depot; and U.S. Coast Guard San Diego Sector. The remaining voting members include one representative from the following jurisdictions and agencies: City of Coronado, City of Imperial Beach, City of Oceanside, City of National City, City of San Diego, County of San Diego, the Port of San Diego, the San Diego Metropolitan Transit System (MTS), and the North County Transit District (NCTD). Currently, there are no advisory members.

Since 2004, SDMAC has supported our local military community by advancing the partnership and communication between the military, elected officials, and the business community while serving as a strong advocate for those who serve and their families. SDMAC supports an interest or community not currently represented on the Working Group. In addition, its participation would further the purpose of the Military Working Group as a collaborative forum to address areas of mutual interest between the region's military community and SANDAG.

## Next Steps

Pending the Working Group's recommendation, this item will be scheduled for consideration by the SANDAG Regional Planning Committee (RPC). Following RPC approval and Board ratification, the San Diego Military Advisory Council would become an advisory member of the SANDAG Military Working Group.

***Antoinette Meier, Senior Director of Regional Planning***

Attachments: 1. Draft Revised Charter

### Action: Approve

The Military Working Group is asked to recommend the addition of the San Diego Military Advisory Council as a regular advisory member of the SANDAG Military Working Group.

### Fiscal Impact:

None.

### Schedule/Scope Impact:

None.



## **WORKING GROUP CHARTER**

### **SAN DIEGO REGIONAL MILITARY WORKING GROUP**

---

#### **PURPOSE**

The San Diego Regional Military Working Group (Military Working Group) provides a collaborative forum for the various branches of the military and SANDAG to address areas of mutual interest, including growth management, habitat, transportation, regional growth, housing, water, energy, and other related topics that can help inform San Diego Forward: The Regional Plan.

#### **LINE OF REPORTING**

The Military Working Group reports to the Regional Planning Committee, which in turn reports to the Board of Directors.

#### **RESPONSIBILITIES**

The Military Working Group responsibilities include reviewing current activities and plans being implemented by SANDAG and the various branches of the military. The goal is to coordinate programs, address issues of concern, and determine the best ways in which the military can support regional prosperity, while the region supports the effective operations of the military.

The Military Working Group will provide input on SANDAG work efforts as they relate to the local military community. The Military Working Group also assists with the associated outreach to the military community on issues of regional significance.

#### **MEMBERSHIP**

The voting membership of the Military Working Group shall be composed of thirteen members, including four representatives from the armed forces: Navy Region Southwest; Marine Corps Installation West; Marine Corps Recruitment Depot; and U.S. Coast Guard San Diego Sector. The voting membership also includes one representative from the following jurisdictions and agencies: City of Coronado, City of Imperial Beach, City of Oceanside, City of National City, City of San Diego, County of San Diego, the Port of San Diego, the San Diego Metropolitan Transit System (MTS), and the North County Transit District (NCTD). Representatives appointed should include personnel whose responsibilities include facilities and transportation planning. One representative from the San Diego Military Advisory Council also serves as an advisory member on the Military Working Group.

Each entity represented in the Military Working Group should make those appointments in writing and may include one or more alternate representatives to serve in the primary member's absence. Members shall serve until a replacement is appointed by its respective agency. Should a vacancy occur in the position of a primary or alternate member, a represented entity shall be entitled to appoint a replacement representative.

#### **MEETING TIME AND LOCATION**

The Military Working Group will meet quarterly at SANDAG offices, as well as other times and locations as may be needed.

#### **SELECTION OF THE CHAIR**

The Chair of the Military Working Group shall be a member of the SANDAG Board of Directors appointed by the Board. The Chair shall oversee the meetings of the Military Working Group but shall not be a voting member.

#### **DURATION OF EXISTENCE**

The Military Working Group will continue as long as the members determine that it serves as an effective means of communication and coordination, subject to annual review pursuant to SANDAG Board Policy.



February 12, 2024

## 2024 Military Working Group Meeting Calendar

### Overview

The Military Working Group (MWG) is asked to review and approve the proposed meeting dates for 2024.

The MWG will meet quarterly at SANDAG offices, as well as other times and locations as may be needed.

### Proposed Meeting Dates

- Monday, February 12: 9:00 a.m. – 11:00 a.m.
- Monday, May 6 9:00: a.m. – 11:00 a.m.
- Monday, September 9: 9:00 a.m. – 11:00 a.m.
- Monday, December 16: 9:00 a.m. – 11:00 a.m.

### Action: **Approve**

The MWG is asked to approve the proposed meeting dates for 2024.

### Fiscal Impact:

None.

### Schedule/Scope Impact:

None.

***Antoinette Meier, Senior Director of Regional Planning***



## **SAN DIEGO REGIONAL MILITARY WORKING GROUP**

### **Base Tours Summary**

#### **PURPOSE**

The San Diego Regional Military Working Group (Military Working Group) provides a collaborative forum for the various branches of the military and SANDAG to address areas of mutual interest, including growth management, habitat, transportation, regional growth, housing, water, energy, and other related topics that can help inform San Diego Forward: The Regional Plan.

#### **Marine Corps Recruit Depot – December 5, 2023**

- Civilian personnel and the majority of active-duty military personnel reside throughout San Diego and adjacent counties which makes shared commutes to base challenging.
- All recruits who train at MCRD San Diego live on the installation and remain within its confines or at Camp Pendleton training sites for the duration of their training. All needs are met within walking distance on the installation, and government transportation is provided for the moves to and from Camp Pendleton.
- Transportation Network Companies (e.g. Uber, Lyft) are able to request pre-approved clearance to access MCRD.

#### **Naval Base Coronado – January 8, 2024**

- Transportation challenges are most present at North Island. The greatest challenges are limited non-SOV options, such as a variety of transit options, and coordinating last-mile connections due to alternating shifts and schedules.
- Base shuttles operate in morning and afternoon commute times, but currently do not align with MTS operations transfers.
- Bikeshare is available on-base, currently operated by Lyft.
- Interested in expanded ferry service within the bay, for better connectivity to Regional Transportation Network through additional ferry routes that connect to National City, Chula Vista and Coronado.

#### **Naval Base San Diego – January 8, 2024**

- Vesta Street Bridge / Harbor Drive 2.0 is a key project that has major impacts on Naval Base San Diego. Also interested in feasibility of grade separation at 8<sup>th</sup> Street, Pacific Fleet and Harborside Stations.
- Regional app to provide real-time availability of multi-modal operations.
- Currently partnering with Port of San Diego to connect ships to shore power to reduce greenhouse gas emissions through low carbon fuel standard energy credits.

#### **Naval Base Point Loma / NAVWAR – January 11, 2024**

- On-base housing is limited to single officers, limited parking available on-base, and access to Naval Base Point Loma is congested on 2-lane arterials connecting to gates.

- Also interested in re-introducing ferry service to Naval Base Point Loma for improved connectivity.
- Naval Base Point Loma peninsula is shared with Cabrillo National Monument, US Coast Guard and City of San Diego wastewater treatment plant

#### **MCAS Miramar – January 29, 2024**

- The City of San Diego was awarded an OLDCC grant to identify further potential landfill gas-derived energy for MCAS Miramar
- A comprehensive traffic study is underway at MCAS Miramar which will holistically assess vehicle traffic flows, as well as pedestrian safety.
- MCAS Miramar currently has an agreement with the City of San Diego to purchase landfill gas-derived energy. The resilient energy source places the base at approximately 50% net zero. Advanced microgrid technology allows critical facilities to operate in island-mode when the commercial power supply is disruptive.
- Currently, all EV chargers on base are for government vehicles only.
- Transportation Network Companies (e.g. Uber, Lyft) are able to request pre-approved clearance to access base. This has resulted in a decrease of DUIs. Micromobility was attempted; however, it was difficult to find locations to build docks. There is no on-base shuttle system, but there are 3 organized vanpools to base.

#### **US Coast Guard, Sector San Diego – anticipated February 16, 2024**

#### **Camp Pendleton – anticipated February 26, 2024**



# 2023 MILITARY ECONOMIC IMPACT REPORT



**THE SAN DIEGO DEFENSE ECONOMY :  
STRONG . RESILIENT .  
FUTURE-FOCUSED .**







# TABLE OF CONTENTS

**4** ABOUT

**7** CORPORATE SPONSORS

**8** EXECUTIVE SUMMARY

**10** MILITARY SPENDING AND JOB CREATION

**15** SPOTLIGHT - SAN DIEGO'S INNOVATION ECONOMY

**17** UNITED STATES NAVY

**22** SPOTLIGHT - NAVY PRIORITIES ARE IN SAN DIEGO

**24** UNITED STATES MARINE CORPS

**26** SPOTLIGHT - MARINE CORPS RECRUIT DEPOT

**27** SPOTLIGHT - AMERICA'S AIRSHOW 2023

**28** UNITED STATES COAST GUARD

**29** SPOTLIGHT - SKILLBRIDGE

**30** THE U.S. DEPARTMENT OF VETERANS AFFAIRS

**32** SUMMARY

**33** ACKNOWLEDGMENTS



# About

## SDMAC

The San Diego Military Advisory Council (SDMAC) is a not-for-profit 501(c)(6) organization established in 2004 to advocate on behalf of the military, veterans, and their families living in the San Diego region. SDMAC's advocacy efforts include facilitating the partnership among our military, elected officials, civic leaders, and the business community to improve the understanding of the important contributions made by the military.

SUPPORT SDMAC and BECOME A MEMBER  
[www.sdmac.org](http://www.sdmac.org)

### SDMAC RESEARCH COMMITTEE

**Marisa Silva** *Chair*  
**Mark Balmert**  
**Ted Bonanno**  
**Matt Griesbach**

**Sean Monks**  
**Meg Redlin**  
**Mark Wernig**

## RADY SCHOOL

The Rady School of Management at the University of California San Diego is the region's premier business school, internationally recognized for the intellectual contributions of its faculty and quality of its academic programs. The Rady School offers a full-time MBA program, a Flex MBA program for working professionals, a Ph.D. program, a Master of Finance program, a Master of Science in Business Analytics program, a Flex Master of Science in Business Analytics program, a Master of Professional Accountancy program, Executive Education, and undergraduate courses. To find out more about the Rady School, visit [www.rady.ucsd.edu](http://www.rady.ucsd.edu).

### RADY SCHOOL STAFF

<b>Prof. Michael W. Meyer</b>	<i>Rady Faculty Sponsor</i>
<b>William Lu</b>	<i>MBA Student (Team Lead)</i>
<b>Josue Graciano-Arredondo</b>	<i>MBA Student</i>
<b>Brett Jasionowski</b>	<i>MBA Student</i>
<b>Nicole Leonard</b>	<i>MBA Student</i>

## ABOUT THE MILITARY ECONOMIC IMPACT REPORT



SDMAC's annual Military Economic Impact Report (MEIR) highlights the positive impact of federal Defense budgets, veteran benefits, and community involvement by our local military, veterans, and their families on our local economy. Through the partnership formed at the start of 2020, the 2023 MEIR report is a product of the rigorous work of MBA students at the Rady School of Management. Leveraging insights from the frontier of academic research, the team's data analysts applied tools to calculate the impact of military dollars on the San

Diego region. The team focused on continued transparency in data collection and presentation, using clear methodology again in this year's report. In addition to the data analysis in the 2023 report, the perspectives of both military servicemembers and private sector business leaders are included to measure both the quantitative and qualitative impact of the military upon the San Diego community. A separate document that details the report methodology, and the report itself, are available on the SDMAC website, [www.sdmac.org](http://www.sdmac.org), and the Rady School website, [www.rady.ucsd.edu](http://www.rady.ucsd.edu).









SAN DIEGO MILITARY ADVISORY COUNCIL

To our generous sponsors,

On behalf of the San Diego Military Advisory Council (SDMAC) Board of Directors I want to express our sincere gratitude for your invaluable support of our annual Military Economic Impact Report. Your unwavering commitment to our organization and the broader military community in the San Diego region makes this important initiative possible.

The Military Economic Impact Report is a cornerstone of our mission to advocate for the military and defense-related industries in the San Diego region. Your generous contribution allows us to gather essential data, conduct comprehensive analysis, and produce a report that not only highlights the significant economic contributions of our military community but also underscores the critical role it plays in our local economy.

We also want to thank the UC San Diego Rady School of Management for their incredible work on this report. The generous support and engagement by Dean Lisa Ordóñez, Assistant Dean Jon Masciana, and Professor Michael Meyer and his team bring the rigorous analysis to the project that is so important in helping our community understand the numbers.

Your support enables us to continue providing policymakers, community leaders, and the public with accurate and up-to-date information that informs decision making and strengthens our region's ties to the military. As a result, we are better equipped to advocate for the needs and interests of our service members, veterans, and defense-related businesses.

Once again, thank you for your generous support of SDMAC and our annual Military Economic Impact Report. We look forward to continuing our collaboration and achieving even greater successes together in the future.

With warmest regards,

Mark Balmert  
President and CEO  
San Diego Military Advisory Council

# Corporate Sponsors

## TITLE SPONSOR



BANK OF AMERICA

## PLATINUM SPONSORS



## GOLD SPONSORS



Booz | Allen | Hamilton



## SILVER SPONSORS





# Executive Summary



In our 2022 Military Economic Impact Report we highlighted how local Defense activities foster resiliency within the San Diego economy. Defense spending provided stability for our region in that volatile and uncertain period, while the economic recovery from the pandemic battled with inflationary pressures damping down that recovery.

This stabilizing effect comes in large part because defense-related spending tends to be programmatic, intended to build and maintain over the long term the force required to deter aggression and counter foreseeable threats. Two major elements compose this baseline: payroll and contracting, and in times of crisis, either may surge to meet the challenge. Indeed, we identified the impact of this in previous reports, with outsized increases in contract spending, to include additional medical equipment, services, and consumables, throughout the pandemic.

More than 111,000 active-duty service men and women call San Diego home; they work alongside 7,000 military reservists, and 26,000 civilians directly employed in federal defense jobs. Payroll to support these employees rose by 4.7% in FY23, to \$13.5 billion.

In contracting, we see a shift in activity as the emergency procurements of 2020 to 2022 expire, and spending soldiers on with more normal, programmatic investment. For FY23, direct contract spend was \$19.0 billion, funding nearly 206,000 civilian jobs. This represents a slight decline of -1.5% from FY22, but an overall increase of 17.6% from pre-pandemic FY19 levels.

Defense funds flow through the San Diego economy via many different channels: pay and benefits for

## Exhibit 1. Defense Spending and Jobs in San Diego Steady in FY 2023

	DIRECT SPENDING	JOBS	GROSS REGIONAL PRODUCT (GRP)
FY 2023 (%Δ from FY22)	\$36.1 Billion (+0.4%)	354,439 (-0.5%)	\$56.4 Billion (+0.4%)
% of SD Economy	N/A	22.9%	23.6%

military personnel and federal employees along with defense contracts for more than 1,700 local businesses, also retirement and veteran benefits, government purchase cards, and a significant multiplier effect as all these people and companies generate additional economic activity living, shopping, and doing business within San Diego. The net effect is total defense contribution to our Gross Regional Product (GRP) of \$56.4 billion, a 0.4% increase from FY22 that is responsible for more than 354,000 jobs. With San Diego's GRP growing by 4% in current dollars through 2023, the fraction that defense spending contributes to total GRP dips slightly to 23.6%.

As we quantify and report on the current economy, our 2023 report also takes up a view to the future,



highlighting unique aspects of San Diego that set us up for long-term growth, supporting both established industries and technologies at the early edge of their potential.

One of these areas is the Defense Innovation Economy, which is a spotlight in this year's report. Populating a spectrum of activities from research at the leading edge of scientific understanding to ingenious applications of existing technologies,

these enterprises are the seeds of investment that grow into the mainstream of future defense-related spending and yield spinoff technologies to fuel our non-military regional economy. Individual innovation initiatives tend to live at a scale that is easily obscured by normal operations and infrastructure funding, so over the next few reports, we will illuminate the landscape of defense innovation in our region and how our region can maximize the long-term value this sector drives.

Strong, resilient, and future-focused; the Defense economy is vital to our local economy.

#### FROM OUR MAYOR TODD GLORIA



San Diego is proud of our history and the sustained strength of the partnership we enjoy with the United States military. Not only does the military and defense sector bring tens of billions of dollars into our region's economy, but being home to the largest installation of military personnel in the nation means our communities are bolstered by people who dedicated themselves to service to our nation. We will always be honored and grateful to be a military town.



# Military Spending & Job Creation

## MILITARY SPENDING



San Diego's economy historically flourishes thanks to several key sectors including tech, travel, tourism, and defense. As our economy recovers from the shock of the pandemic, individual sectors and businesses have experienced uncertainty in demand, constraints in supply, and fluctuating pressures of growth and inflation. Defense spending, in contrast, tends to change more predictably due to the military's large investment in personnel and infrastructure, and its duty to maintain a constancy of service to the nation.

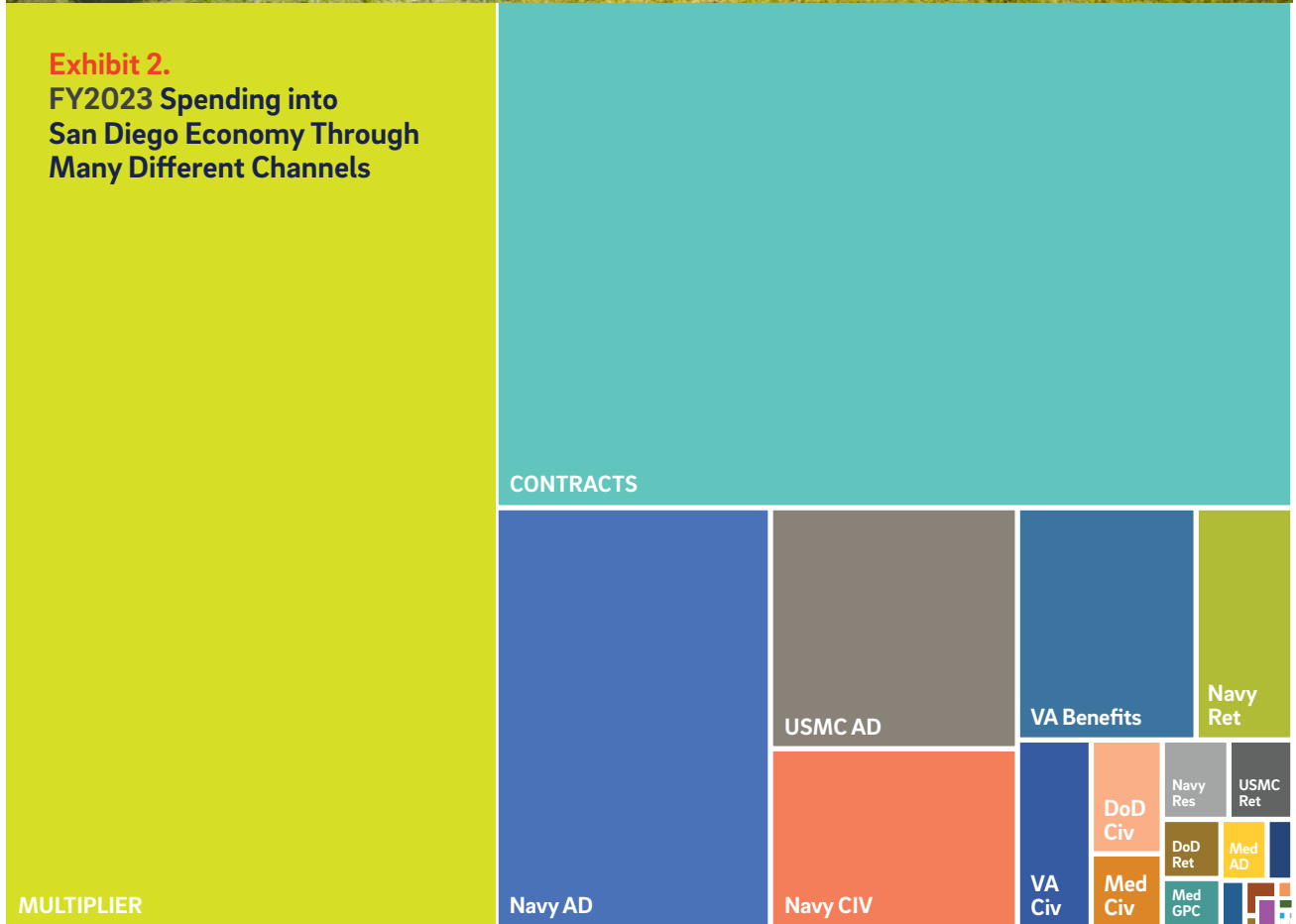
The diverse components of FY 2023 defense spending in our region help strengthen other economic sectors, through small business targeted contract awards,

spending by active duty and retired military families, and direct purchases of products through government charge cards. Employee compensation includes the direct wages and benefits provided to active-duty military personnel, federal civilian employees, and military reservists in the region across the U.S. Navy (USN), U.S. Marine Corps (USMC), U.S. Coast Guard (USCG), and other DoD organizations. Military branches distribute retirement funds to previous military employees across the entire San Diego County. The Veterans Affairs (VA) office distributes key resources to San Diego veterans, including education benefits and health care. Exhibit 2 depicts the multiple different sources of spending and the relative size of different groupings of funding within each branch's contribution. Another major contribution to the local economy is the estimated \$19.0 billion in defense contracting dollars across more than 1,700 different companies in San Diego County during FY 2023. Exhibit 3 depicts the companies in receipt of the greatest percentages of these dollars and Exhibit 4 shows what types of programs these defense contracting dollars are funding in the area.



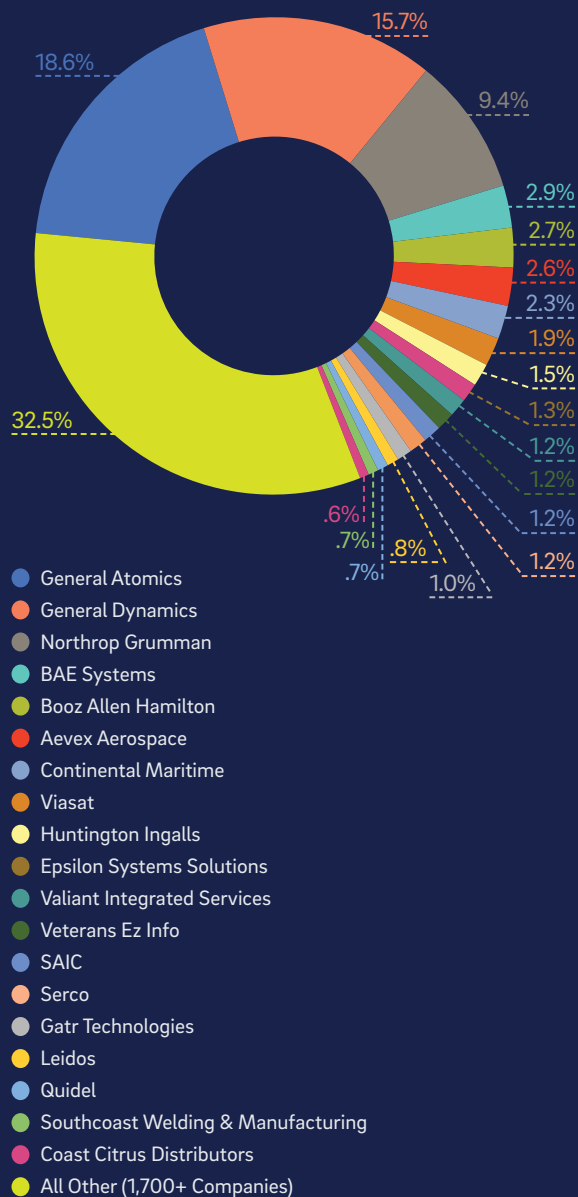


**Exhibit 2.**  
FY2023 Spending into  
San Diego Economy Through  
Many Different Channels

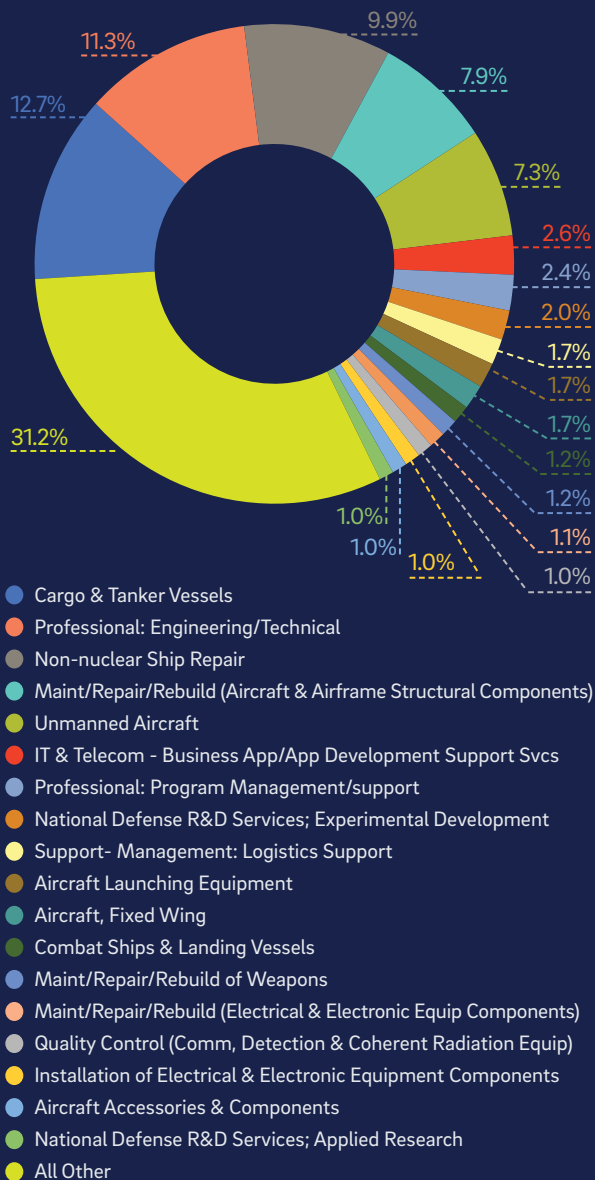


- Navy Active Duty
- Navy Civilian
- Navy Reserves
- Navy Retired
- Navy Purchase Card
- USMC Active Duty
- USMC Civilian
- USMC Reserves
- USMC Retired
- USMC Purchase Card
- USGC Active Duty
- USGC Civilian
- USGC Reserves
- USGC Retired
- USGC Purchase Card
- Med Active Duty
- Med Civilian
- Med Purchase Card
- VA Civilian
- VA Purchase Card

**Exhibit 3.**  
Funds Obligated in San Diego by Company



**Exhibit 4.**  
Funds Obligated in San Diego by Program Type



In addition to direct spending, defense spending in the San Diego region also has indirect spillover effects on the gross regional product (GRP) and job creation. Defense spending supports development, which can then be leveraged for alternative revenue, creating a multiplier effect. A first-of-its-kind study of local fiscal multipliers found that \$1 of defense spending contributes up to \$1.56 to GRP and every \$100,000 creates 1.08 jobs per year (FN1). Research also indicates the impact of defense spending is even greater during economic downturns, suggesting a conservative estimate with the application of the Auerbach study results (FN2). As a result of the multiplier effect, the total economic impact of the military in San Diego in 2023 is \$56.4 billion (Exhibit 5). Because of the rise of inflation through 2023, and the delay inherent in measurements of GRP, we compare the defense contribution to San Diego's GRP to a credible estimate of 4% growth in current-year dollars, which shows that the defense contribution shrinks slightly to 23.6% of total GRP (FN3), but remains above its pre-pandemic level of 22.3% (FY 2019). Throughout the report, the indirect job impact and GRP multiplier are applied to determine full economic impact.

### Exhibit 5. \$56.4 Billion Impact to San Diego GRP

(\$ in millions)	FY2019	FY2020	FY2021	FY2022	FY2023	%Δ OVER FY22
Employee Compensation	\$11,929	\$12,341	\$13,094	\$12,852	\$13,452	4.7%
Retirement & VA Benefits	\$3,577	\$3,688	\$3,568	\$3,507	\$3,482	-0.7%
Contracts & Procurement	\$16,194	\$17,474	\$18,594	\$19,338	\$19,050	-1.5%
Government Purchase Cards	\$65	\$67	\$85	\$267	\$166	-37.8%
<b>TOTAL DIRECT</b>	<b>\$31,765</b>	<b>\$33,570</b>	<b>\$35,341</b>	<b>\$35,964</b>	<b>\$36,092</b>	<b>0.4%</b>
<b>Multiplier Impact</b>	<b>\$17,789</b>	<b>\$18,799</b>	<b>\$19,862</b>	<b>\$20,211</b>	<b>\$20,284</b>	<b>0.4%</b>
<b>GRP IMPACT</b>	<b>\$49,554</b>	<b>\$52,369</b>	<b>\$55,203</b>	<b>\$56,176</b>	<b>\$56,375</b>	<b>0.4%</b>

## JOB CREATION

The military, through the DoD, DHS, and the VA, directly employed 148,704 San Diego residents in FY 2023. Approximately 75% of those are active duty (AD) military personnel, 20% civilians (CIV), and 5% reserve military personnel (Exhibit 6). In addition to direct employment, the \$19.0 billion in government contract and procurement dollars generate approximately 205,735 more jobs in San Diego, given estimates that \$100,000 creates 1.08 jobs per year (FN1). Together the total direct and indirect employment make up 22.9% of the current labor force in San Diego (FN4).

### Exhibit 6. 354k Jobs Supported in San Diego

	FY2019	FY2020	FY2021	FY2022	FY2023
USN (AD)	51,850	57,937	59,071	63,747	59,670
USMC (AD)	46,189	48,240	46,680	46,063	46,453
USCG (AD)	927	927	916	916	823
Medical (AD)	5,391	5,513	4,806	4,439	4,622
CIV	28,498	30,430	29,699	29,290	26,194
Reserve	5,352	5,831	2,950	2,745	7,181
VA	4,175	4,193	4,177	4,142	3,761
<b>TOTAL DIRECT</b>	<b>142,382</b>	<b>153,071</b>	<b>148,299</b>	<b>151,342</b>	<b>148,704</b>
<b>Indirect (Result of DoD contracts)</b>	<b>175,617</b>	<b>189,426</b>	<b>200,813</b>	<b>208,858</b>	<b>205,735</b>
<b>TOTAL JOBS</b>	<b>317,999</b>	<b>342,497</b>	<b>349,112</b>	<b>360,200</b>	<b>354,439</b>



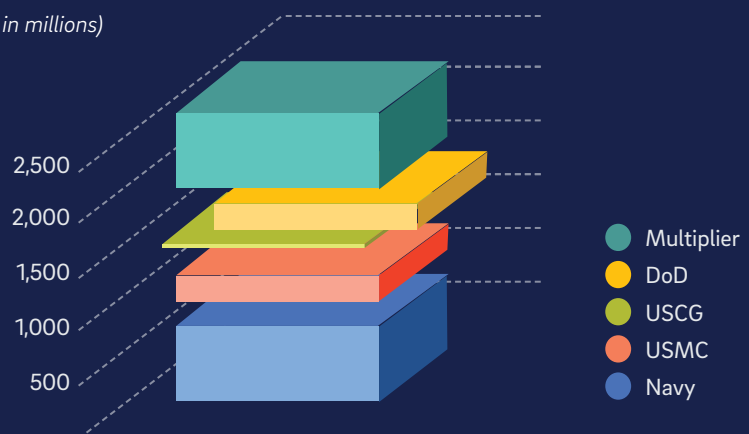


## RETIREES

San Diego remains home to many long after their orders are complete. FY 2023 sees 41,038 retired military personnel deciding to stay for the long term (FN5). The net effect of these men and women choosing to make America's Finest City their long-term home is a bolstering \$1.5 billion dollar impact on San Diego's economy from retirement dollars alone (Exhibit 7).

**Exhibit 7.**  
**Military Retirement Adds \$2.3 Billion to Our Local Economy**

(\$ in millions)



# SPOTLIGHT

## SAN DIEGO'S INNOVATION ECONOMY

San Diego is home to a vibrant and growing innovation economy. With its strategic location, world-class research institutions, and proximity to major military installations, San Diego has become a hotbed for pioneering advancements in defense technology. It is no surprise that several mid-size dual-use companies such as Qualcomm, Viasat, Kratos, General Atomics, and Cubic originated in San Diego. Whether it is incorporating commercial technology capabilities or leveraging technology transfer, San Diego brings a history of successful use cases in alignment with priorities emphasized in FY 2024's National Defense Authorization Act. As the need for DoD innovation grows, it is clear that San Diego is primed to be the city to bring forth those innovative solutions.

As the city with the third largest military presence, San Diego offers several advantages for both established companies and start-ups. The first is the proximity to dozens of military installations. Whether companies are developing solutions or seeking out problems to solve, San Diego's unique location offers access to resources not found elsewhere. One example is the Technology Transfer Program (T2) through the Navy Information Warfare Center Pacific (NIWC PAC) (FN6, FN7). The T2 program allows for the intentional sharing of knowledge, expertise, facilities, equipment, and other resources that benefit the DoD and/or non-DoD entity. Cooperative Research and Development Agreements (CRADA) have enabled efforts in autonomous vehicles, microgrids, and 5G. In a virtuous cycle of development, these agreements have led to innovations supporting NIWC PAC technologies as well.

There is no short supply of local talent. The proximity of top-tier academic institutions, such as the University of California San Diego (UCSD), the University of San Diego, San Diego State University, and the Scripps Institution of Oceanography creates a funnel for talented individuals. These institutions are home to world-class research centers and programs focused on defense-related technologies, including cybersecurity, unmanned systems, and materials science. The Jacobs School of Engineering,

for example, is ranked top 5 in the U.S. and top 9 in the world. These institutions not only provide a funnel of talent but also serve as incubators. Within UCSD is the Innovating for National Security Program (i4NS) where students partner with leaders from the Department of Defense to develop innovative solutions to their most pressing national security problems (FN8). Through student teams, the DoD is provided an avenue to connect with problem-solvers from academia, the private sector, and other non-traditional DoD partners.



San Diego's prime location also facilitates unique partnerships not found elsewhere. The Coast Guard Blue Technology Center of Expertise

(BTCOE), located on the Scripps Institution of Oceanography campus, educates and connects industry, academia, and government partners with the Coast Guard (FN9). Through its partnership with Scripps, BTCOE integrates innovative tools and capabilities to support operational mission needs. A notable collaboration is the partnership between Project Recover and researchers at the Scripps Institution of Oceanography. Their work combines historical data with advanced technologies like scanning sonars, high-definition and thermal imaging, underwater robotics, and unmanned aerial systems to optimize underwater search areas. The information is then shared with the Defense POW/MIA Accounting Agency (DPAA) for identification and repatriation purposes. In August 2021, Project Recover announced its first recovery and identification of a U.S. Air Force pilot from offshore Vietnam, highlighting the significance of this partnership (FN10).

Whether it is our location, local talent, or the combination of it all, San Diego's innovation economy brings together the best to support both the present and the past.







# United States Navy

San Diego Harbor, designated a National Strategic Port by the Department of Defense because of its location, transportation hubs, and cargo handling capacity, is vital for our Nation's military readiness. San Diego is the homeport for nearly 70 of the Navy's ships (Exhibit 8), including Aircraft Carriers (CVN), Amphibious Ships (LHA, LHD, LPD, and LSD), Cruisers (CG), Destroyers (DDG and DDG-1000), Littoral Combat Ships (LCS), Mine Countermeasure Ships (MCM), and Fast Attack Submarines (SSN). Additionally, several classes of ships owned by Military Sealift Command and manned by Civilian Mariners are homeported in San Diego.

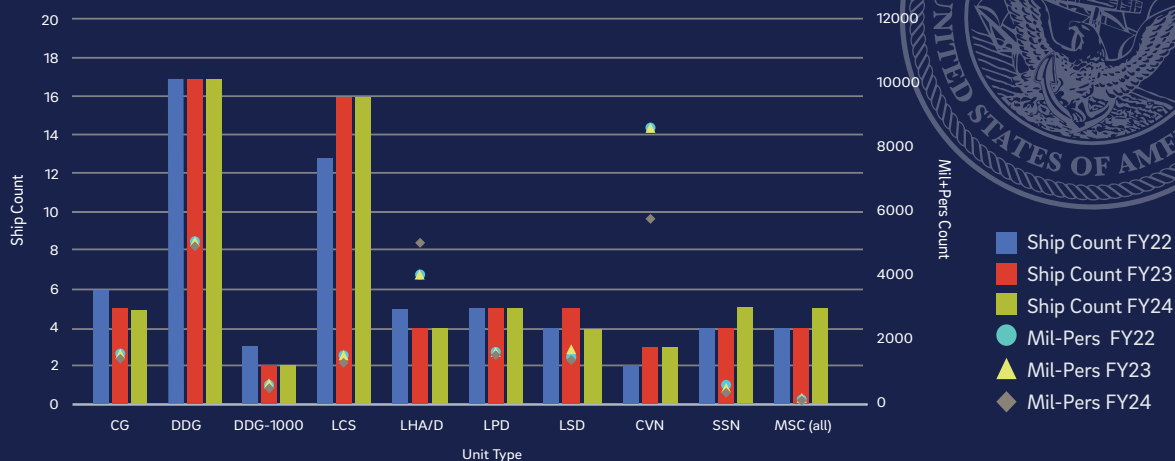
San Diego is also home for one of every six Sailors in the Navy and the home base for numerous operational

and administrative commands, including Naval Special Warfare Command (oversight and training of SEALs), the Navy's Third Fleet (operational control of all Navy activities in the Eastern Pacific Ocean), Naval Surface Force (responsible for manning, training, and equipping all surface ships), Naval Air Forces (responsible for manning, training, and equipping all aircraft and aircraft carriers in the Navy), Navy Region Southwest (oversight of Base Operating Shore Support for 10 Naval Installations across six states), Naval Information Warfare Systems Command (headquarters for the development and production of all Naval command and control systems), Naval Medical Forces Pacific (oversight of Navy Medicine's Western U.S. and Pacific operational medical capability within hospitals and Navy Medicine's medical research and development laboratories), and Naval Surface and Mine Warfare Development Command (training and doctrine headquarters). San Diego is also the operational home to Carrier Strike Group headquarters and Expeditionary Strike Group, each led by an Admiral.

The Navy organizes activities under operational or administrative commands, and locates these commands at several Navy Bases in our region, with the bases under the oversight of a Navy Regional Commander.

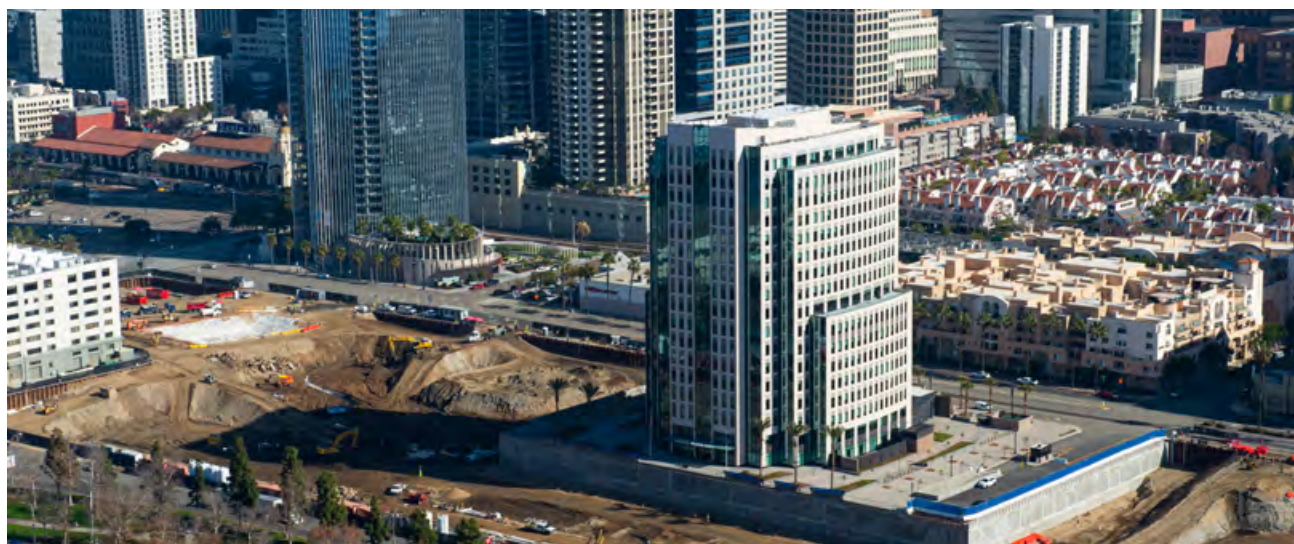


**Exhibit 8.**  
**San Diego Grows to Homeport 68 Ships**



## NAVY REGION SOUTHWEST

Navy Region Southwest (NRSW) headquarters (HQ) is located in downtown San Diego across from the Broadway Pier and is responsible for the oversight of 10 Navy shore installations and various special areas within the six southwest states. The installations under the NRSW Area of Responsibility (AOR) include Naval Base San Diego (NBSD); Naval Base Point Loma (NBPL); Naval Base Coronado (NBC) (Which is comprised of Naval Air Station North Island (NASNI) and Naval Amphibious Base (NAB); Naval Air Facility El Centro (NAFEC); Naval Air Station Lemoore (NASL); Naval Air Weapons Station China Lake (NAWSCL); Naval Base Ventura County (NBVC); Naval Air Station, Fallon (NASF), Naval Support Activity Monterey (NSAM) and Naval Weapons Station Seal Beach (NWSSB) (including detachments at Fallbrook and Corona).



NRSW is the naval shore installation management headquarters, and provides base operating support (BOS) for the fleet and family throughout the region. NRSW continuously seeks innovation efforts, new technologies, and business practices to optimize service costs while continuing to meet the Fleet's demand. Services include providing administrative and operational force tenants with family services, housing, bachelor quarters, medical, security, port services, air services, supply, maintenance, logistics, and environmental support. These services are provided for hundreds of tenant commands that occupy the installations and for thousands of active-duty, reserve and retired military members and their families. Additionally, NRSW ensures environmental compliance actions with local, state and federal regulatory agencies, and provides

oversight for Department of the Navy response to civil emergencies.

## NAVAL BASE CORONADO

Supporting complex operations, Naval Base Coronado (NBC) oversees a consortium of eight Navy installations: Naval Air Station North Island, Coronado (NASNI); Naval Amphibious Base, Coronado (NAB); Naval Outlying Landing Field, Imperial Beach (NOLF IB); Naval Auxiliary Landing Field, San Clemente Island (NALF SCI); Silver Strand Training Complex-South, Coronado (SSTC-South), formerly known as the Naval Radio Receiving Facility; Camp Michael Monsoor Mountain Warfare Training Center, La Posta; Camp Morena, La Posta and the Remote Training Site, Warner Springs (RTSWS).

Naval Base Coronado provides a shore-based platform for helicopters, aircraft carriers, SEAL Teams, and other ashore and afloat commands for access to a comprehensive quantity of ground, sea, air, and undersea operational and training space. NBC accommodates the requirements of 16 helicopter squadrons, 2 fixed-wing squadrons, three aircraft carriers, four SEAL Teams, Navy Expeditionary Combat Command squadrons, and other air, surface, and subsurface commands.

## NAVAL BASE SAN DIEGO

Homeport to the Pacific Fleet Surface Navy with 56 U.S. Navy ships and two auxiliary vessels, Naval Base San Diego is also home to more than 200 tenant commands, each having specific and specialized fleet support purposes. The base is comprised of over 1,600 land acres and 326





acres of water along the San Diego Bay and is divided into the wet-side, dry-side, and the Fleet and Family Complex. Other areas of responsibility include Commander, Navy Region Southwest and Naval Facilities Engineering Command Southwest headquarters, Naval Medical Center San Diego, and Admiral Baker Golf Course. The base is a workplace for approximately 26,000 military, government civilian, and contract personnel. Additionally, the base has rooms to house more than 4,000 men and women in modern apartment-like barracks.

### NAVAL BASE POINT LOMA

Located in the Point Loma neighborhood of San Diego, Naval Base Point Loma consists of seven facilities: Submarine Base, Naval Mine and Anti-Submarine Warfare Command (previously Fleet Anti-Submarine Warfare Command), Fleet Combat Training Center Pacific, Naval Information Warfare Systems Command (NAVWAR), Naval Information Warfare Center (NIWC) Pacific, the Fleet Intelligence Command Pacific and Naval Consolidated Brig, Miramar. These close-knit commands form a diverse and highly technical hub of naval activity. The on-base population is around 22,000 Navy and civilian personnel.

### NAVAL INFORMATION WARFARE SYSTEMS COMMAND

Naval Information Warfare Systems Command (NAVWAR) is one of five major Department of Navy acquisition commands. While other Navy acquisition commands, like Naval Air Systems Command (NAVAIR) and Naval Sea Systems Command (NAVSEA), focus on specific platforms, NAVWAR

focuses on capable and secure communications and networks that span platforms and facilities. NAVWAR provides research and development, systems engineering, testing and evaluation, technical, in-service and support services to its three affiliated acquisition program executive offices (PEOs) during all phases of a program's lifecycle. The PEO for Command, Control, Communications, Computers, and Intelligence (PEO C4I), headquartered at NAVWAR's Old Town Campus in San Diego, includes eleven program offices responsible for acquiring, fielding, and supporting C4I systems across Navy, joint, and coalition platforms. The PEO for Digital and Enterprise Services (PEO Digital), headquartered in the Washington, DC area, delivers modern, secure, and effective Information Technology and business systems and services. PEO for Manpower, Logistics and Business (PEO MLB), headquartered in the Washington, DC area, delivers the tools and business systems that enable the daily operations of the Navy in staffing, training, organizing, and equipping Navy and Marine Corps forces around the globe.

NAVWAR consists of bicoastal reporting Naval Information Warfare Centers (NIWCs), which collectively account for more than 11,000 civilian, active duty and reserve professionals located around the world. NIWC Atlantic is located in Charleston, SC, and NIWC Pacific is located in San Diego, and



includes facilities in Japan, Guam, and Hawaii. NIWC Pacific conducts research, development, prototyping, engineering, test and evaluation, installation, and sustainment of integrated information warfare



capabilities and services across all warfighting domains with emphasis on Basic and Applied Research and Tactical Systems Afloat and Ashore to drive innovation and warfighter information advantage.

### NAVAL SPECIAL WARFARE COMMAND

Located in Coronado at the Special Warfare Coastal Campus' Silver Strand Training Complex, Naval Special Warfare (NSW) Command leads the Navy's maritime special operations force and is the Navy component of the U.S. Special Operations Command, headquartered in Tampa, Florida.

NSW is the premier maritime full-spectrum special operations force uniquely positioned to defend U.S. national interests in the maritime domain. NSW specializes in a broad range of tactical areas, including unconventional warfare, direct action, counterterrorism, special reconnaissance, and personnel recovery. NSW is organized primarily around eight Navy SEAL teams, three Special Boat Teams, and various supporting commands, totaling approximately 10,000 personnel. Units can operate independently, as part of Navy carrier battle groups and amphibious ready groups, or integrated with other US special operations forces. By utilizing the United States Navy's ships, submarines, and overseas facilities, NSW forces can be deployed rapidly around the world.

### NAVAL MEDICAL FORCES PACIFIC

Navy Medicine has an extensive presence in San Diego headed up by its regional command, Naval Medical Forces Pacific (NMFP), located on Naval Base San Diego. In a collaborative relationship with the Defense Health Agency (DHA) which oversees the delivery of health care in military treatment facilities (MTF), NMFP

provides command and control of all subordinate Navy Medicine Readiness Training Commands (NMRTC), Readiness Training Units (NMRTU), and assigned operational platforms in the Western U.S. and Pacific regions. Additionally, NMFP oversees eight Navy Medicine Research and Development Commands around the globe, including the Naval Health Research Center in Point Loma.

In the San Diego Region, NMFP oversees the Naval Medical Center San Diego (NMCS) and Naval Hospital Camp Pendleton (NHCP), along with their 24-branch medical and 11 dental clinics that, when coupled with DoD's TRICARE health insurance program, are responsible for 357,000 eligible beneficiaries locally. Military medicine employs over 7,000 in San Diego, including nearly 5,000 active duty servicemembers (FN11).

Navy Medicine conducts extensive research and development activities in San Diego at NHRC. NHRC's team is a mix of active-duty service members, federal civil service employees, and contractors and includes researchers and scientists whose expertise ranges across physiology, microbiology, biomedical engineering, psychology, epidemiology, and software engineering. NHRC science conducted in both field and laboratory settings spans the spectrum from physical readiness to joint medical planning to wounded warrior recovery and behavioral health needs. The focus is on research that is operationally relevant, driven by fleet requirements, and essential to the health, readiness, and well-being of our nation's military members and their families. NHRC's core research divisions include Operational Readiness and Health, Military Population Health, and Operational Infectious Diseases.





# SPOTLIGHT

## NAVY PRIORITIES ARE IN SAN DIEGO

### DEFENSE INDUSTRIAL BASE EXPANSION

Drawing on our long-standing foothold in the ship repair industry, San Diego stands to benefit from the Navy's demand for increased fleet capacity and an expanded industrial base. DoD and defense community initiatives include: Industrial Base Analysis and Sustainment Program (IBAS), Advancing San Diego initiative, Shipbuilding Regional Industrialization Pilot (SHIP) program, and San Diego's increasing role in the expanding Submarine Industrial Base.



The IBAS program is an element of the DoD tasked to support the monitoring and expansion of the industrial base, address urgent operational needs, and address supply chain vulnerabilities. To that end, the IBAS will nationally contribute \$850M to workforce development. This is a critical element of strategic sourcing of components and subcomponents of America's fighting fleet. As the top fleet concentration and Naval ship repair region in the eastern Pacific, San Diego's human capacity must grow. Taylor Dunn of the San Diego Economic Development Council (EDC), stated that the primary talent acquisition requirements to support the shipbuilding industrial base were in the electrical, fabrication and metalwork, machinist, and pipefitting fields.

San Diego EDC's Advancing San Diego is "a collaborative effort to prepare San Diegans for quality jobs via locally-serving education institutions, and [to] expand access to diverse, qualified talent for San Diego companies." (FN12) In the manufacturing sector, this initiative focuses on placement to jobs

that require some formal training post-high school diploma and a starting wage of \$19 an hour. Training opportunities are sourced from San Diego's myriad community colleges and vocational institutions. San Diego is well-positioned to increase its manufacturing and technical capability as an existing leader in the innovation and education space.

To meet critical Department of the Navy objectives of delivering one Columbia Class and Two Virginia Class submarines a year, the national Submarine Industrial base will need to grow. While San Diego County does not have the capability to build submarine hulls, the existing ship repair industries can make substantial contributions towards component production and lifecycle support. San Diego's central position in this growth was highlighted by its selection for President Biden's multilateral announcement of the AUKUS partnership in March of this year.

San Diego Regional EDC and its partners hosted the Shipbuilding Regional Industrialization Pilot (SHIP) Regional Visioning event in April 2023, gathering diverse industry, education, policymakers, and civic leaders' perspectives on critical priorities for the shipbuilding industrial base (FN13). The workshop was the first part of a multi-state effort that also included New England and the Great Lakes regions to understand unique regional challenges facing the nation's defense industrial base. As the SHIP team paves the way forward and presents investment recommendations based on the data collected, the







San Diego Regional EDC will continue to support regional defense employers in strengthening their talent pipelines to meet the demands of new regional investments. These efforts will translate to significant regional economic investment and continued meaningful opportunities for San Diego.

### PROJECT OVERMATCH

Project Overmatch is another high-priority Department of Navy effort that resides here in San Diego. Project Overmatch is the Navy's contribution to the Joint Force's Joint All Domain Command and Control (JADC2). It will connect platforms, weapons, and sensors together across a widely distributed force to achieve decision advantage over adversaries, and will support carrier strike group deployments in Fiscal Year 2024.



**San Diego's Shipbuilding Industrial Base is critical to national security and building our innovation economy.**

Representative Scott Peters  
*United States Congressman*

Project Overmatch is working alongside partners and allies, and collaborating with System Commands and Warfare Centers, as well as a consortium of industry experts from large and small businesses, to exploit the most advanced capabilities and technologies available. Its first service contract is currently open for competition, a five-year Engineering Support Services contract as a Small Business Set Aside with more than 130 FTE per year and a market survey estimated value range of \$100-250M. Naval Information Warfare Command (NAVWAR) in San Diego is largely supporting Project Overmatch by focusing on the development of networks, infrastructure, data architecture, tools, and analytics that support the operational and developmental environment to enable sustained maritime dominance for years to come.



# United States Marine Corps



The San Diego region hosts the largest concentration of Marine Corps operational and support commands in the United States. With access to the interconnected sea, land, and air ranges our terrain and climate create ideal conditions to prepare Marines for deployed operations including combat. One of every four Marines is stationed in the San Diego Region and even more significantly, 95% of all Marines train in the Southwest (predominantly Southern California) before deploying.

Nearly 150,000 acres of San Diego County are part of the Marine Corps' most important installations, including Marine Corps Base Camp Pendleton, Marine Corps Air Station Camp Pendleton, Marine Corps Air Station Miramar, and Marine Corps Recruit Depot San Diego. San Diego's active-duty Marines total over 69,000 service men and women, and local Marines are active partners with the San Diego community through school volunteer programs while also training alongside and supplementing the San Diego Fire Departments during wildfire and rescue operations.

## MARINE CORPS INSTALLATIONS WEST

Located at Camp Pendleton, Marine Corps Installations (MCI) West provides oversight of seven Marine Corps installations on the West Coast. MCI West implements strategies and prioritizes resources to support the operating forces and tenant commands located on these installations. As a regional command, MCI West standardizes support actions across installations and can allocate funding where it is most effective. This support includes building, maintaining, and protecting the infrastructure for utilities;

procuring, distributing, and conserving power and water; providing housing for Marines and their families; and maintaining installation security. MCI West strives to make utilities reliable, secure, and efficient. This includes seeking and developing sufficient and diverse sources of energy and bringing innovative technologies through partnership with state, industry, and academia.



### MARINE CORPS BASE CAMP PENDLETON

Encompassing 125,000 acres, Marine Corps Base (MCB) Camp Pendleton is home to the I Marine Expeditionary Force (I MEF), 1st Marine Division, 1st Marine Logistics Group, and major tenant commands including Marine Corps Installations West, Marine Corps Air Station Camp Pendleton, School of Infantry (SOI) West, Naval Hospital Camp Pendleton, and the Marine Corps Tactical System Support Activity. MCB Camp Pendleton's vast acreage, varied terrain, and 17 miles of coastline provide the Marines superb pre-deployment training including combined arms, amphibious operations, and direct air support by rotary and fixed-wing aircraft. MCB Camp Pendleton has more than 41,000 Marines and nearly 3,000 civilian government workers.

### MARINE CORPS AIR STATION CAMP PENDLETON

Marine Corps Air Station (MCAS) Camp Pendleton is a critical ship-to-shore training facility covering over 450 acres. The nearly 4,500 Marines assigned operate the air station and aircraft support equipment during all-weather operations that replicate forward-deployed amphibious and combat operations. MCAS Camp Pendleton is also home to Marine Aircraft Group 39 composed of AH-1Z Cobra and UH-1Y Venom light attack helicopter squadrons and two MV-22 Osprey squadrons that are under the 3rd Marine Aircraft Wing command. The aircraft based here provide

combat-ready naval expeditionary capabilities for combat aviation support, aviation ground support, and aviation logistics.

### MARINE CORPS AIR STATION MIRAMAR

With over 23,000 acres, Marine Corps Air Station (MCAS) Miramar, located about 14 miles north of downtown San Diego, is home to the 3rd Marine Aircraft Wing (MAW), the aviation element of the I Marine Expeditionary Force. 3rd MAW is comprised of F-35/C Lighting II, F/A-18C/D Hornet, and KC-130J Hercules fixed wing aircraft; and CH-53E Super Stallion and MV-22B Osprey rotary wing aircraft. The nearly 10,000 Marines stationed here base and support aircraft conducting training operations over water and at the inland ranges, including air-to-air and air-to-ground operations.

### MARINE CORPS RECRUIT DEPOT SAN DIEGO

Marine Corps Recruit Depot (MCRD) San Diego is located in the Point Loma area of San Diego and is home to the Recruit Training and Western Recruiting Region Headquarters. One of two MCRDs in the United States, MCRD San Diego is responsible for recruiting and providing basic training for 18,000 young men and women recruits who come from states west of the Mississippi River and the Western Pacific. The thirteen weeks of Recruit training transitions young men and women from civilians to United States Marines and includes the development of mental, moral, and physical strength, along with self-discipline, initiative, and decision-making skills. It includes rigorous training in marksmanship, field skills, martial arts, physical fitness, and simulated combat operations.





## SPOTLIGHT

### MARINE CORPS RECRUIT DEPOT: 100 YEARS OF MAKING MARINES

2023 marks the centennial of Marine Corps Recruit Depot's recruit training in San Diego. MCRD opened its doors in 1921, originally as the Marine Advanced Expeditionary Base San Diego. Two years later, the Marine Recruit Depot for the West Coast relocated from Mare Island, CA to San Diego's newest Marine base, which was soon after renamed Marine



Corps Base San Diego, and so began the 100-year history of making Marines right here in San Diego. Although the base has welcomed several formidable tenants, its main focus has always been the making of Marines. Marine Corps Base San Diego was officially renamed Marine Corps Recruit Depot San Diego in 1948.

Today, seasonal variations place anywhere from 2,300 to 7,000 Marine recruits in the training pipeline at MCRD at one time. These recruits, all of whom raised their right-hand west of the Mississippi, spend 13 weeks training in one of 12 rotating companies, each of which can hold up to 645 young men and, as of 2021, women. The base produced 14,035 basically trained United States Marines in fiscal year 2022. To date, over 1.5 million Marines have graduated from recruit training at MCRD (FN14).

Completion of training culminates in three days of family events, ending with the Graduation Ceremony on Fridays. Families and friends travel to San Diego to witness their loved ones emerge from

a grueling few months of training as proud United States Marines. In fiscal year 2022, 66,709 civilian family members and friends of graduates attended the 41 ceremonies, many staying in San Diego for several days before and after the graduation ceremony to spend time with their Marine and enjoy popular San Diego attractions (FN14). With an average daily hotel rate of \$205 and assuming double occupancy and a four-night stay, 66,709 MCRD graduation attendees spent an estimated \$27M in hotels alone during their stays in San Diego in 2022. MCRD has been a fixture of downtown San Diego for over 100 years and will continue to consistently attract visitors from across the country through the relentless pursuit of its mission to make United States Marines.



# SPOTLIGHT

## AMERICA'S AIRSHOW 2023



San Diego's annual Miramar Air Show, renowned as the largest and most exciting military airshow in the United States, returned for another spectacular year of thrills and family entertainment. Now rebranded America's Airshow, this free annual event featured thrilling aerial displays and demonstrations by some of the world's most advanced military aircraft, all gathered at Marine Corps Air Station (MCAS) Miramar in San Diego County, California.

Since its establishment in 1953, the airshow has grown into a significant event, providing visitors with access to one of the world's most strategically important and advanced military installations. It has consistently attracted hundreds of thousands of attendees from across the United States and around the world. In the most recent edition, the event drew an estimated 450,000-500,000 attendees. Many of these visitors traveled from outside San Diego County, contributing to the local economy by spending on hotel accommodations, entertainment, transportation, shopping, and dining within the county. America's Airshow continued to underscore MCAS Miramar's commitment to the community, and its planning involved months of effort, thanks in large part to the 5,000 Marines who welcomed a remarkable 100 times the average number of visitors onto the base.

While the influx of tourists and associated spending benefited numerous businesses in the county, it also served as a platform to showcase San Diego County's aerospace and defense industry. This demonstration highlighted the impressive capabilities within the local aerospace sector, resulting in ongoing contracts, investments, and partnerships with economic impacts ranging from millions to billions of dollars.

The promotion of the aerospace and defense industry through the airshow offered additional long-term benefits. For a civilian population increasingly distant from the military, it provided a chance to connect with the local military, gain a deeper understanding of advanced technologies, and inspire the imaginations of the next generation. Local universities offering programs in aerospace, computer science, electrical engineering, and related fields benefited from students witnessing potential careers post graduation. In the last two years, the airshow also hosted an Innovation and Tech Expo, which demonstrated how MCAS Miramar was at the forefront of advancing technologies in data sciences, communications, and energy.

Each year, the team at MCAS Miramar devotes well over twelve months of planning and coordination to ensure all visitors have the memorable experience they come to expect from America's Airshow. MCAS Miramar's Commanding Officer, Colonel Thomas M. Bedell, expressed his excitement about the event, his commitment to delivering an outstanding show, and his gratitude to the community for attending and experiencing the unique atmosphere of the base.

Since its inception in 1953, the enduring legacy of America's Airshow has captivated families. It continues to make a positive impact on San Diego County and will remain a cherished tradition for generations to come.

# United States Coast Guard

The U.S. Coast Guard operates under the U.S. Department of Homeland Security during peacetime. During times of war, it can be transferred in whole or in part to the U.S. Department of the Navy under the Department of Defense by order of the U.S. President or by act of Congress. As a branch of the U.S. Armed Forces, a law enforcement organization, a regulatory agency, a member of the U.S. Intelligence Community, and a first responder, the Coast Guard employs a unique mix of authorities, broad jurisdiction, flexible operational capabilities, and a network of partnerships. The Coast Guard is the principal Federal agency responsible for maritime safety, security, and environmental stewardship in U.S. ports and inland waterways.

## COAST GUARD SECTOR SAN DIEGO

Coast Guard Sector San Diego provides marine safety, security, and environmental protection to our major seaport and throughout the region. The Sector's Area of Responsibility encompasses more than 150,000 square miles including 60 linear miles of international boundary with Mexico and 114 coastal border miles along the Pacific Ocean. The Coast Guard Sector provides for rapid, coordinated response to emergencies, whether natural or man-made, along with integrated daily operations to enforce regulations governing marine safety, security, and environmental protection. Sector San Diego is responsible for all Coast Guard missions including Search and Rescue, Ports Waterways and



Coastal Security, Waterways Management, Maritime Homeland Security, Marine Science Activities, Aids to Navigation, and Command and Logistical Support.

San Diego is one of few locations that integrate aviation into a Coast Guard sector, operating several MH-60T Jayhawk helicopters. The Sector also houses several patrol boats, utility boats, and special-purpose crafts for law enforcement. Its prime location gives these "Guardians of the Southwest" immediate access to guard and protect the Southwest Maritime border. In addition, the Coast Guard's Joint Harbor Operations Center includes officers from the Department of Homeland Security, the Navy, and the Harbor Police. This unique arrangement strengthens partnerships and allows for rapid coordination that ensures effective emergency response services (FN15).

## EACH YEAR, COAST GUARD SECTOR SAN DIEGO:

- » Performs safety inspections on 620 domestic vessels
- » Oversees the safety of ~1.2M commercial maritime passengers
- » Maintains 97 aids to navigation
- » Participates in approximately 250 Search and Rescue cases
- » Saves approximately 150 lives
- » Seizes over \$2.5 million worth of illegal narcotics
- » Assists approximately 250 mariners in distress
- » Apprehends approximately 1,200 undocumented migrants
- » Responds to and investigates over 230 pollution cases





## SPOTLIGHT

### SKILLBRIDGE

According to a 2017 report by the San Diego Regional Chamber of Commerce, approximately 15,000 service members transition out of the military in San Diego each year (FN16). Of those, 50% leave the county to pursue new opportunities elsewhere. The top destinations include Texas, Arizona, and Nevada. Several factors contribute to this high rate of out-migration. Some veterans leave San Diego because they find it difficult to find employment in their desired fields. Others leave because they find the cost of living in San Diego to be too high.

The loss of veterans to out-migration is a significant concern for San Diego. Veterans are a valuable asset to the local economy. According to LinkedIn's Veteran Opportunity Report, veterans are 39% more likely to be promoted than their peers and 8.5% more likely to remain at their initial company than their peers (FN17). Veterans are also 160% more likely to have a graduate degree or higher. Combined with the leadership, strong problem-solving skills and domain knowledge gained while in service, the loss of this talent comes at a high cost for the county.



It's common for veterans to face certain challenges as they navigate their transition. These can include translating their experience into civilian roles, establishing new professional networks, or even navigating common stereotypes. However, programs like Skillbridge help to bridge that gap and allow employers to identify non-traditional talent for their companies.

An initiative launched by the U.S. Department of Defense and Department of Labor, Skillbridge helps transitioning service members gain civilian work experience and skills through internships and

apprenticeships (FN18). During the last 180 days of their military service, service members can participate in training and work experiences with participating employers, allowing them to explore career fields, acquire new skills, and make connections with potential employers. The program facilitates a smoother transition into the civilian workforce by providing practical training, valuable work experience, and industry-specific skills.

Locally in San Diego, the benefits of the program have been reaped by Corient, which was at the time known as Dowling & Yahnke. When Billy Walsh was looking to transition from the Navy after serving 23 years as a helicopter pilot, his desire to leverage his leadership experience and passion for working with teams to achieve goals led him to his Skillbridge program at Dowling & Yahnke. After meeting with Mark Wernig, the co-CEO, and Will Beamer, the President (both fellow Navy veterans), Billy became their first Skillbridge participant. Throughout the program, Billy gained experience and added value in portfolio analysis, prospect meetings, research projects, and presentation support for Lead Advisors. He grew his network through professional development and charity fundraisers. It was through these experiences that Billy was able to explore two roles that aligned with his goals: Wealth Advisor and Financial Planner. Today Billy works full-time at Corient as a high-performing Wealth Advisor.

Each year thousands of veterans begin their transition into civilian life. The best way we can thank our veterans for their service is to offer meaningful employment opportunities post-military service. Programs like Skillbridge not only bring in non-traditional talent into companies but also help to keep our nation's brightest in America's Finest City.



# U.S. Department of Veterans Affairs

The Department of Veterans Affairs runs programs benefiting Veterans, their families, their caregivers, and their survivors. It offers educational opportunities and rehabilitation services and provides compensation payments for disabilities or death related to military service, as well as home loan guaranties, pensions, burials, and health care that includes the services of nursing homes, clinics, and medical centers. In the San Diego region, there are more than 225,000 veterans, about 16% of our local population.



## VETERANS BENEFITS ADMINISTRATION SAN DIEGO REGIONAL OFFICE

The San Diego Veterans Affairs Regional Office (VARO) administers a wide array of benefits to Veterans living in San Diego. These Veterans have served the nation in various conflicts, dating back to World War II. The Veteran's Benefits Administration, part of the VA, aids servicemembers in their transition from active duty to civilian life and supports them and their families through education benefits, home loans, life insurance, and much more. (FN19)

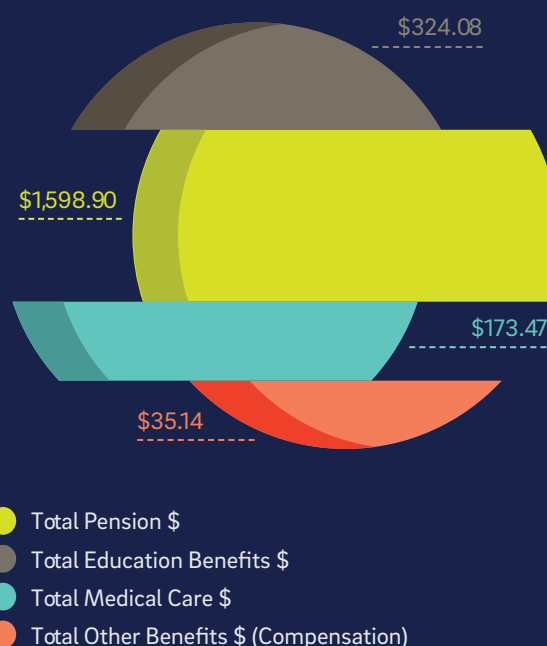
During Fiscal Year 2023, the San Diego VA Regional Office administered approximately \$35 million in VA for non-service-connected pension benefits for Veterans and survivors based on wartime service. \$324 million in total education benefits, \$173 million in total medical care in San Diego County alone, and \$1.6 billion in VA Compensation benefits (Exhibit 9). The San Diego VA Regional Office's approximate \$2.1 billion spending in FY 2023 is down 6.3% from last year.

## VETERANS HEALTH ADMINISTRATION SAN DIEGO

VA San Diego Healthcare System provides comprehensive medical inpatient and outpatient

services through their facility in La Jolla and outpatient services in six different clinics across the county, through the nation's largest integrated healthcare network, employing over 3,700 people in San Diego in FY 2023 (FN5).

### Exhibit 9. Est. \$2.1 Billion VA Benefit Spending FY23







# Summary



This past year marks a return to normal for the San Diego regional economy, as it does for most of the United States. Earlier in this cycle, we noted that defense spending tends to rise during periods of distress. Our compilation of military economic activity in the region from 2019 to the present clearly illustrates this arc, quantifying the stability provided by long-term defense infrastructure and operations commitments along with the boost provided by rapid response emergency commitments. Together, these two drivers preserve and fuel the economic engine of resilience, which has propelled San Diego into a smoother and more predictable recovery than much of the US.

As we look ahead to more normal economic times, we stand to benefit from another aspect of our regional military activities, that federal commitments tend to be indexed to inflation. With military pay rising by 4.6% in 2023 and 5.2% in 2024, defense dollars are already poised to buffer the effects of our nation's economic uncertainties and will continue to invest in the long-term drivers of regional prosperity like our innovation economy.



# Acknowledgments

SDMAC and the UC San Diego Rady School of Management would like to thank our local Marine Corps, Navy, Coast Guard, and VA and San Diego community for their enormous support in making this report possible. In particular, members of the following organizations provided data used in this report: Commander Navy Region Southwest, Commander Marine Corps Installation West, Commander

Naval Medical Forces Pacific, Sector Commander Coast Guard Sector San Diego, Marine Corps Air Station Miramar, Marine Corps Recruit Depot San Diego, the San Diego Department of Veterans Affairs Regional Office (VARO), the VA San Diego Healthcare System (VASDHS), Blue Star Families, and the San Diego Association of Governments (SANDAG).







# Footnotes

FN1 – Auerbach, Alan J., Yuriy Gorodnichenko, and Daniel Murphy. Local Fiscal Multipliers and Fiscal Spillovers in the USA. IMF Economic Review (2020) 68:195-229.

FN2 – Chodorow-Reich, Gabriel. Geographic CrossSectional Fiscal Spending Multipliers: What Have We Learned? American Economic Journal: Economic Policy (2019), 11(2): 1-34

FN3 – Bureau of Economic Analysis data. See the supplementary document for more detail on calculations.

FN4 – Bureau of Labor Statistics; San Diego Labor Force [https://www.bls.gov/regions/west/ca\\_sandiego\\_msa.htm#eag\\_ca\\_sandiego\\_msa1.f.p](https://www.bls.gov/regions/west/ca_sandiego_msa.htm#eag_ca_sandiego_msa1.f.p)

FN5 - Data provided directly from military sources. See supplementary documentation for more detail

FN6 – Navy T2  
<https://www.navytechtransfer.navy.mil>

FN7– NIWC PAC  
<https://www.niwcpacific.navy.mil/About>

FN8 – Innovating for National Security (i4NS)  
<https://innovation.ucsd.edu/about-oic/programs/innovating-for-national-security.html>

FN9 – Coast Guard Blue Technology Center of Expertise <https://www.dcms.uscg.mil/Portals/10/CG-9/Acquisition%20PDFs/Factsheets/BTCOE.pdf?ver=05GqHBS17662XHElbSndWA%3D%3D>

FN10 – Project Recover <https://www.projectrecover.org/dpaa-accounts-for-aom1c-anthony-di-petta/>

FN11 – Naval Medical Center San Diego  
<https://sandiego.tricare.mil/About-Us>

FN12 – Advancing San Diego <https://www.sandiegobusiness.org/about-edc/our-initiatives/advancing-san-diego/>

FN13 – Talent Flow Analysis released at the SHIP Regional Visioning event <https://www.sandiegobusiness.org/blog/talent-flow-analysis-released-at-the-ship-regional-visioning-event/>

FN14 - Data provided from Marine Corps Community Services (MCCS) and MCRD Community Liaison

FN15 – Coast Guard Sector San Diego <https://www.pacificarea.uscg.mil/Our-Organization/District-11/District-Units/Sector-San-Diego/>

FN16 – San Diego Regional Chamber Foundation - Veteran Employment in San Diego <https://sdchamber.org/wp-content/uploads/2017/11/Veteran-Employment.pdf>

FN17 – Linkedin Veteran Opportunity Report <https://socialimpact.linkedin.com/content/dam/me/linkedinforgood/en-us/resources/veterans/LinkedIn-Veteran-Opportunity-Report.pdf>

FN18 – DOD Skillbridge  
<https://skillbridge.osd.mil/program-overview.htm>

FN19 - SD population <https://www.census.gov/quickfacts/fact/table/sandiegocitycalifornia/PST045219>





409 Camino del Rio S  
Suite #302  
San Diego, CA 92108  
(619) 299-3763  
[executivedirector@sdmac.org](mailto:executivedirector@sdmac.org)  
[www.sdmac.org](http://www.sdmac.org)



For information about our Master's  
Programs, please contact us at:  
[RadyGradAdmissions@ucsd.edu](mailto:RadyGradAdmissions@ucsd.edu)

For all other questions or interest in  
connecting with Rady, please contact us at:  
[CorporateEngagement@rady.ucsd.edu](mailto:CorporateEngagement@rady.ucsd.edu)

# SDMAC

SAN DIEGO MILITARY ADVISORY COUNCIL

## UC San Diego

RADY SCHOOL OF MANAGEMENT

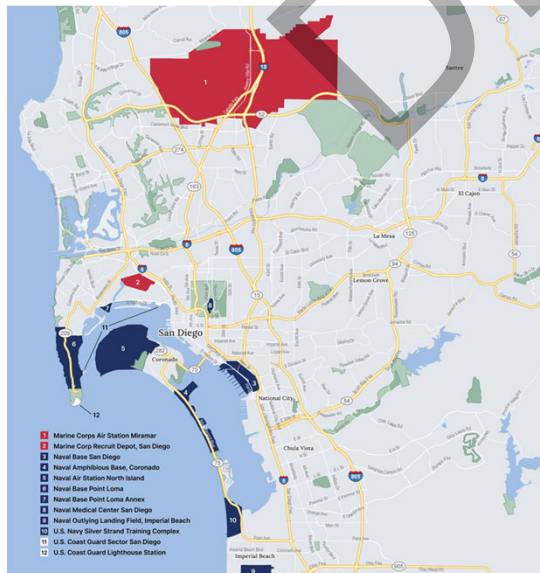


1

**SDMAC**  
SAN DIEGO MILITARY ADVISORY COUNCIL

**UC San Diego**  
RADY SCHOOL OF MANAGEMENT

## Defense in the San Diego Region



### Why Defense is Big Here?

- Deepwater Port
- Sea, Land and Air Training Ranges
- Emerging threats in the Pacific

### How Big is Defense Here?

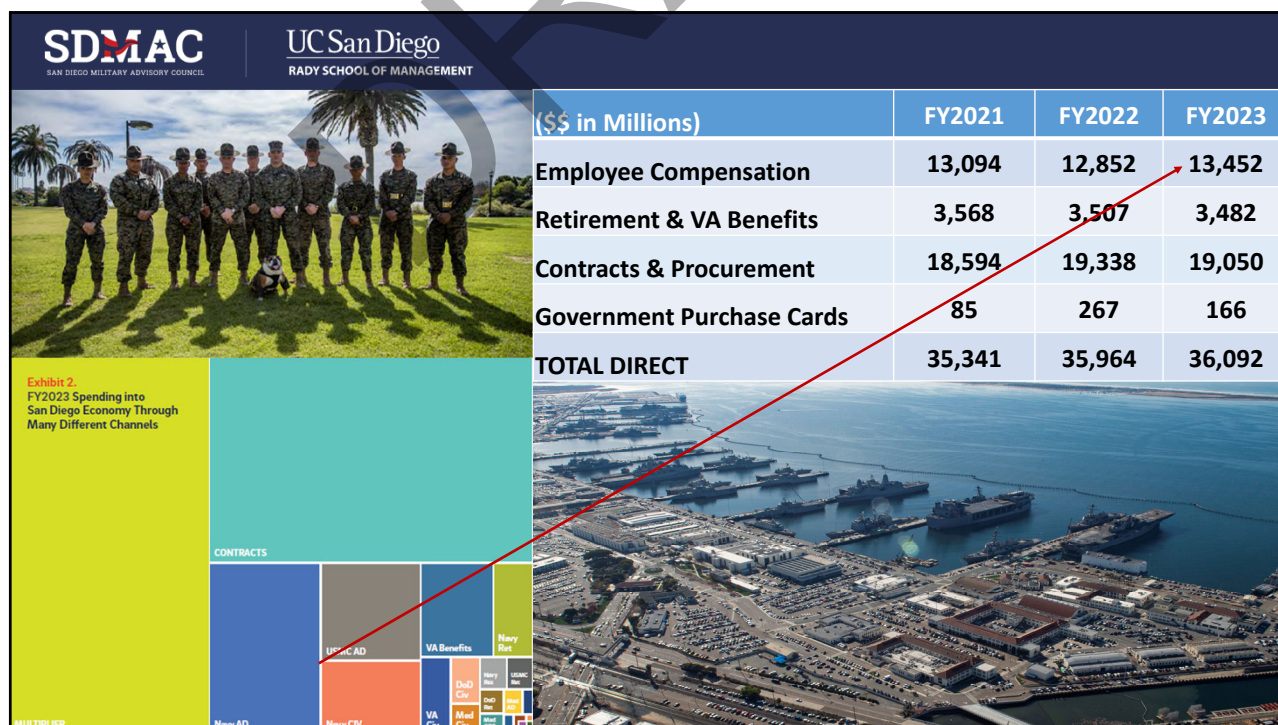
- Home to 1 of every 6 Sailors
- Home to 1 of every 4 Marines

2

## Defense Dollars: Proven Resiliency for San Diego's Economy

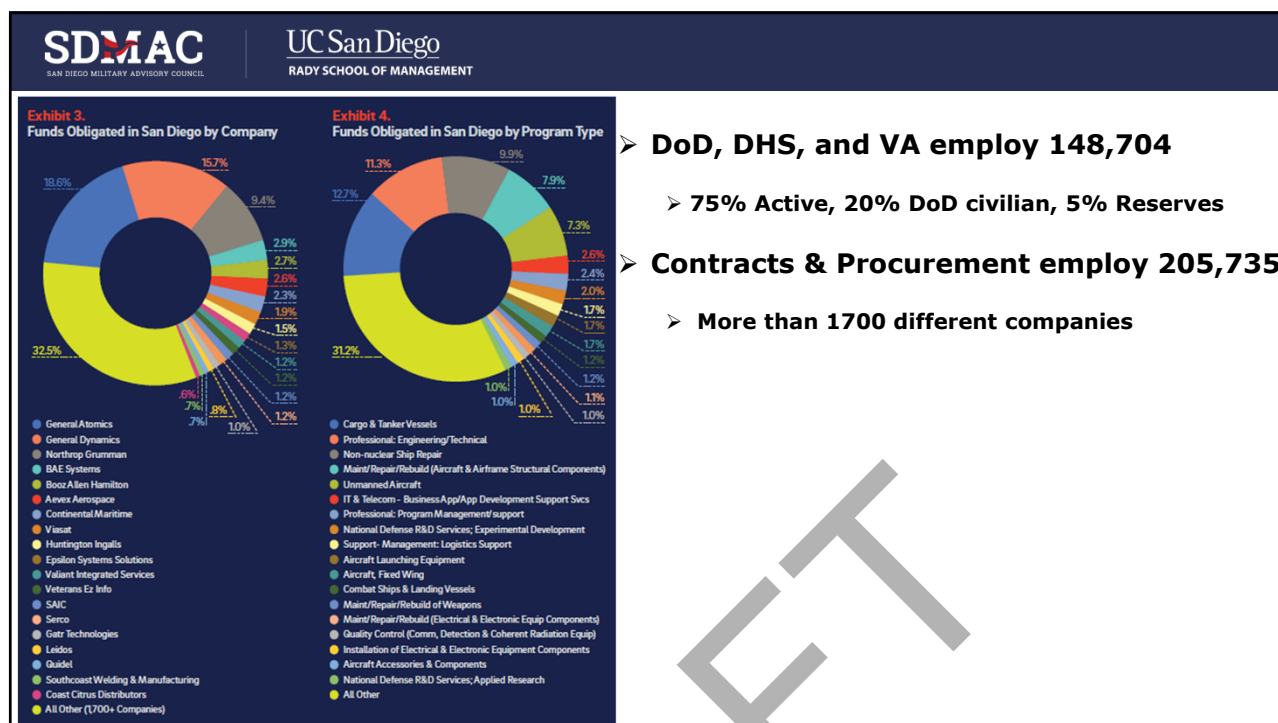
Direct Spending	Defense Driven Jobs	Gross Regional Product (GRP)	Fraction of SD Economy
\$36.1 Billion	354,000	\$56.4 Billion	23.6%

3



4





5



**UC San Diego**  
RADY SCHOOL OF MANAGEMENT

**Defense  
Innovation  
Economy: \$434M  
R&D Funding in  
FY22**



6

### Navy Region Projects between FY21 and FY26:

- 7% manpower increase (Active Duty + Dependents)
- 23% Operational Unit Increase (ships, subs, aircraft)

### Navy Installation Growth:

- 3 CVN presence (Coronado)
- CMV-22 (Osprey) replaces C-2A (Cod) by 2024 (Coronado)
- Upgrading SSN maintenance facility for VA Class (Pt Loma)
- NAVWAR HQ Redevelopment (PT Loma OTC)



7

### Annual Report Completed by California State Library

- DoD, DHS and VA generate 762,000 jobs
  - 162,000 Active, 122,000 Civilian, 56,000 Reserves
- Defense Economic Impact in California is \$158B
  - 4.7% of California GRP
  - \$86B in direct Defense spending
- Defense generates \$7.6B in tax revenue for the state
  - Includes \$2.2B in state income tax revenue



8



9



- We advocate on behalf of our local military, those who serve or have served, and their families.
- [www.SDMAC.org](http://www.SDMAC.org)

10

10





U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

# Overview for SANDAG

*Office of Local Defense Community Cooperation  
February 12, 2024*

Presented By:

Mary Beth Greiner  
Project Manager

*Overview for SANDAG/ February 2024*

1



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Overview

- Founded in 1961, the Office of Local Defense Community Cooperation continues to assist communities across all 50 states and the U.S. territories and was designated a Field Activity within the Department of Defense
- Provides technical and financial assistance to states, territories, and communities that are invested in the defense mission
- Assistance supports the readiness and resiliency of both defense installations and defense communities, a priority for National Defense Strategy
- Executes assistance on behalf of the Department of Defense under statutory authority to make grants, conclude cooperative agreements, and supplement other Federal programs to work with states and communities.
  - Title 10, Section 2391

*Overview for SANDAG/ February 2024*

2

2



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Funding to Enable

### Relationships

Ongoing dialogue  
between community  
and installation  
leaders

State/Regional  
engagement on local  
issues

### Assessments

Compatibility Studies

Tabletop Exercises  
(TTX)

Installation  
Resiliency Reviews  
(MIRRs)

### Planning

Recommendations  
from assessments  
and studies

Action plans to carry  
out  
recommendations

Design for  
construction projects

### Prioritization

Local resource  
allocation  
(e.g., labor, services)

Budgeting (e.g.,  
capital improvement)

Critical Infrastructure  
(e.g., DCIP)

Overview for SANDAG/ February 2024

3



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Program Activities



### Competitive Programs

- Defense Community Infrastructure Program (DCIP)
- Defense Manufacturing Community Support Program (DMCSP)
- Community Noise Mitigation (CNM)



### Needs/Eligibility Based Assistance

- Installation Resilience
- Public Schools on Military Installations (PSMI) – based on ranked list

Sign up for  
Updates



Overview for SANDAG/ February 2024

4



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Program Activities

- **Defense Community Infrastructure Program (DCIP):** Supports off-installation infrastructure projects to boost military value, covered educational institutions, installation resilience, and/or military family quality of life of a local installation. (Competitive Program)
- **Defense Manufacturing Community Support Program (DMCSP):** Supports long-term community investments to strengthen national security innovation and expand the capabilities of the local defense industrial ecosystem. (Competitive Program)
- **Installation Resilience (IR):** Improve military installation resilience to mitigate impacts from climate vulnerabilities and other threats.
- **Public Schools on Military Installations (PSMI):** Supports Local Education Agencies to respond to conditions and capacity deficiencies at public schools on military bases. (Invitation based Program)
- **Community Noise Mitigation Program (CNM):** Program in development for fixed wing aircraft on active, guard, reserve, and installations with new platforms. (upcoming Competitive Program)

Sign up for  
Updates



Overview for SANDAG/ February 2024

5



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Installation Resilience

- Non-competitive, needs based assistance to state and communities to partner with installations to plan, enhance infrastructure, and implement measures that contribute to maintaining or improving military installation resilience primarily due to climate vulnerabilities and other threats
- Incorporate table top exercises and considerations for who is being affected and dependencies
  - Hard and Soft Infrastructure - transportation, housing, education, healthcare
- Eligibility: nomination based; state, counties, municipalities
- 10% non-federal match

Sign up for  
Updates



Overview for SANDAG/ February 2024

6





**Extreme Natural Events**

- AVALANCHE
- DROUGHT
- EARTHQUAKE/ SEISMIC CONCERNS
- LANDSLIDE
- LIGHTNING
- TSUNAMI
- VOLCANIC ACTIVITY
- WILDFIRE

**Flooding**

- TIDAL SURGE
- COASTAL FLOODING
- INLAND FLOODING
- RIVERINE FLOODING

**Land Use/ Development**

- AIR QUALITY
- CULTURAL RESOURCES
- ENVIRONMENTAL JUSTICE
- HOUSING AVAILABILITY
- GATE ACCESS
- LIGHT POLLUTION
- ENCROACHMENT
- TRANSPORTATION
- FOREIGN INVESTMENT/ PROXIMITY
- SPECTRUM ENCROACHMENT
- MARITIME ENCROACHMENT

**Military Operational Impacts**

- AICUZ/ RAICUZ/ RCUZ
- AIRBORNE NOISE
- INDUSTRIAL NOISE
- ARTILLERY NOISE
- SECURITY
- CONVOY TRANSPORTATION
- SAFETY (EXPLOSIVES)

**Infrastructure**

- STORMWATER
- WASTEWATER
- WATER
- TELECOMMUNICATIONS
- ELECTRICAL
- GAS

**Energy**

- RENEWABLE ENERGY SITING
- COMPATIBILITY
- MICROGRID
- ENERGY REDUNDANCY
- ENERGY SECURITY

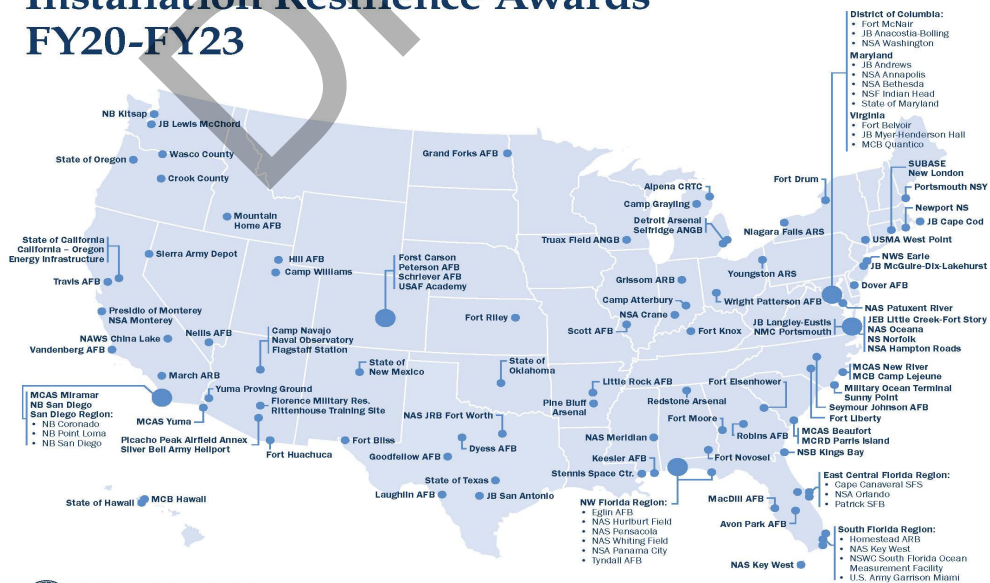
**Species & Habitat Concerns**

- CRITICAL HABITAT
- RARE, THREATENED/ ENDANGERED SPECIES
- SPECIAL SPECIES OF CONCERN
- INVASIVE SPECIES
- BASH

**Land Degradation**

- COASTAL INUNDATION
- EROSION
- FOREST HEALTH
- INVASIVE SPECIES
- PERMAFROST
- SEA LEVEL RISE
- SUBSIDENCE

7



8



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Defense Community Infrastructure Program

- Competitive program that addresses deficiencies in community infrastructure outside the fence line or on leased land that is supportive of a military installation, in order to:
  - enhance military value
  - support cadet training at covered educational facilities
  - installation resilience
  - and/or support military family quality of life
- Eligibility: owned by a state or local government, or not-for-profit member-owned utility service
- Construction-ready within 12 months of award and adhere to NEPA requirements
- Importance of military endorsement letter
- \$250K minimum and up to \$20M maximum project
- 30% non-federal match
  - rural location waiver if project location population is under 100K

Sign up for  
Updates



Overview for SANDAG/ February 2024

9



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Community Noise Mitigation

- \$75 million upcoming program to reduce the impact of fixed wing military aviation noise on "covered" facilities near certain military installations
  - \$56.25 million - active military installations
  - \$18.75 million - reserve component installations
  - \$5 million - communities near military installations that have transitioned to a new type of aircraft after January 1, 2019
- Eligible "Covered facilities"
  - include hospitals, daycare facilities, schools, facilities serving senior citizens, and certain private residences that 207 locations with military fixed-wing aircraft with potential eligibility
- 10% non-federal match

Sign up for  
Updates



Briefing Subject / Month, Year

10



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

# Questions?

**Name: Mary Beth Greiner**  
Title: Project Manager

Email: [mary.e.greiner3.civ@mail.mil](mailto:mary.e.greiner3.civ@mail.mil)  
[oldcc.gov](http://oldcc.gov)

Overview for SANDAG/ February 2024

11



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

# Backups

Items can be used for more details on programs

Overview for SANDAG/ February 2024

12

12





## Resilience Authority

### 10 U.S.C. 2391(b)(5)(D):

The Secretary of Defense may also make grants, conclude cooperative agreements, and supplement other Federal funds, in order to assist a State or local government in planning, enhancing infrastructure, and implementing measures and projects (to include resilience measures and projects involving the protection, restoration, and maintenance of natural features) that, as determined by the Secretary of Defense, will contribute to maintaining or improving military installation resilience or will prevent or mitigate encroachment that could affect operations of the Department of Defense.



## Installation Resilience Roles

### Installation

- Partner with the community by recommending and supporting the nomination
- Represent installation interests (Installation Commander Ex-Officio member)
- Provide releasable data

### Community

- Partner with the installation by sponsoring the effort
- Fund its part of the effort (10% non-Federal match)
- Administer the grant
- Implement recommendations

### Office of Local Defense Community Cooperation

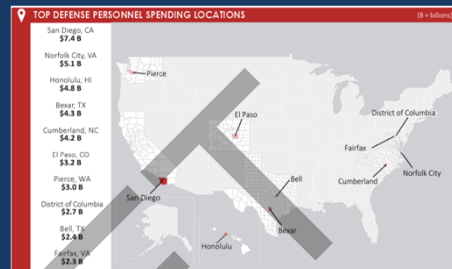
- Enabler of the partnership
- Provide guidance to initiate, conduct and complete a community-driven effort
- Provide technical and financial assistance to the local jurisdiction and installation
- Facilitate communications between the local jurisdiction and the installation



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Fiscal Year 2022 Defense Spending by State Report

- Report intended as starting point for states to conduct deeper dives to understand their defense footprint
- FY22 totals \$558.7B spent in states across the country, accounting for 2.2% of the nation's gross domestic product
- \$9.7B spent in grants & \$390.5B in contracts
  - First time grants are reflected in the report



FY22 Report



Overview for SANDAG/ February 2024

15

15



U.S. Department of Defense  
Office of Local Defense  
Community Cooperation

## Public Schools on Military Installations

- Program follows a Priority List of 161 public schools on military installations ranked by the seriousness of capacity and/or condition deficiencies
  - Encourage Net-Zero designs
- Actively working proposals from schools thorough #71 from priority list
- Eligibility: Priority List approved by Deputy Secretary of Defense
- 20% non-federal match

Murray Middle School  
Naval Air Weapons Station China Lake, CA



Sign up for  
Updates



Overview for SANDAG/ February 2024

16

16

## 2025 Regional Plan: Initial Concept

### Overview

Over the past year, staff has collaborated with the Board of Directors, working groups and community members to define goals, guiding principles, and priorities for the 2025 Regional Plan.<sup>1</sup> Engagement opportunities helped to inform development of an initial concept that includes projects (Attachment 1) and supporting programs and policies (Attachment 2).

The initial concept was created to provide an opportunity for the Board and working groups to provide feedback to staff before modeling work begins to determine if it meets state and federal air quality requirements.

### Key Considerations

The initial concept provides a balance between the projects, programs, and policies that the region wants with the latest state and federal mandates that SANDAG is required to meet. Some of the key considerations that helped to inform the initial concept are outlined below.

- The latest growth forecast shows that the region's population will not grow as much as previously predicted, which results in a decrease in the anticipated overall traffic volumes on major highway corridors in future years. The Air Resources Board has also advised that roadway expansion projects should be limited.
- In an effort to balance this, the managed lanes network has been refined to add new managed lanes on some corridors and a combination of lane conversions and new managed lanes on other major corridors throughout the region. This is the first Regional Plan that proposes to include the reversible lane on SR 75 (a STRAHNET corridor) in the managed lane network. The Regional Plan proposes leveraging technology and focused infrastructure investments to better manage our major arterials, including the Harbor Drive 2.0/Vesta Street Bridge project. Currently, travel times are significantly longer for transit trips than driving, and we heard from our Military Working Group members that people need faster and more frequent transit with better access to jobs and opportunities now. The initial concept includes a comprehensive system of new bus routes along with increased frequency for existing bus routes, which can be implemented within 10 years. Station amenities, continuation of the Youth Opportunity Pass program, and reduced transit fares for riders are also proposed to make transit more comfortable, convenient, and affordable. These near-term investments are important for helping the Plan meet the state-mandated greenhouse gas (GHG) emissions reduction target of 19% per capita by 2035.
- We also heard a lot of interest in rail as a high-speed and high-capacity transit option; however, these projects take longer to implement, and at a higher cost. Accordingly, the initial concept includes a

### Action: Discussion

Staff will present an overview of the initial concept for the draft 2025 Regional Plan, including projects, programs and policies.

### Fiscal Impact:

Development of the 2025 Regional Plan is funded through Overall Work Program Element Nos. 3103000 and 3100406.

### Schedule/Scope Impact:

The 2025 Regional Plan will be developed over the next two years and is expected to be brought to the Board of Directors for approval in late 2025.

<sup>1</sup> An overview of feedback received to date was provided to the Board of Directors on [November 3, 2023](#).



refined rail network that targets investments where they will have the largest regional benefit. This includes enhancements to the LOSSAN corridor (including a new station serving Camp Pendleton) and along the southern portion of the Blue Line, grade separations along existing trolley corridors, and the Purple Line. The initial concept also includes the Airport Transit Connection and the Balboa Park Perimeter Streetcar.

- Military Working Group members noted that fixed route transit is an optimal strategy for addressing climate goals in densely populated communities. To encourage more sustainable access to military installations, the plan should incorporate more rideshare options and incentives for High-Occupancy Vehicles to complement the existing military Transportation Incentive Programs. The initial concept includes a robust suite of policies and programs to incentivize transportation options throughout the County and to encourage alternatives to driving alone in areas that are not well served by transit.
- Feedback from the Military Working Group members emphasized additional options to compete with personal vehicle availability and reliability, which could include Flexible Fleet services that provide on-demand, ride-sharing options for short trips. The recent increase in remote and hybrid work has led to people making more mid-day neighborhood trips. We also know that first/last mile connectivity to transit continues to be a barrier throughout the region. The initial concept includes a comprehensive Flexible Fleets strategy and new circulator routes, including service in Coronado, Oceanside, Vista, Sorrento Valley, Keany Mesa, Ocean Beach, Imperial Beach, National City, and other communities throughout the region.
- Despite ambitious state policies around the transition to zero emission vehicles (ZEVs), the latest Household Travel Behavior Survey shows that only 30 percent of the region is considering purchasing a ZEV in the near future. Public charging for ZEVs is significantly behind where it needs to be to support state goals and give the public confidence in ZEVs. Regional incentive programs remain an important part of the initial concept to accelerate the transition to clean transportation and improve air quality and health.

The transportation network (Attachment 1) is supported by policies and programs that work together to advance our regional goals. More information about each of the policies and programs is included in Attachment 2.

### **Next Steps**

Based on Board and working group feedback, staff will begin modeling an initial concept to determine if it meets state and federal targets for social equity, air quality, and GHG emissions reductions.

### ***Antoinette Meier, Senior Director of Regional Planning***

- Attachments:
1. Initial Concept for the Draft 2025 Regional Plan
  2. Policies and Programs Summary





**Arterial Improvement**  
Helps a high-traffic neighborhood street connect to a freeway more efficiently.



**Bus Layover**  
Designated area where buses can wait between trips so drivers can take breaks, and where vehicles can be fueled, charged, or cleaned.



**Circulator Route**  
A bus that comes frequently and stops at major local destinations in a specific area.



**Connector**  
A ramp that connects one highway to another.



**Direct Access Ramp (DAR)**  
A special highway entrance where buses, carpoolers, or people who pay a toll can directly enter managed lanes without having to merge from the right side.



**Express Route**  
Bus routes that connect suburban areas to major urban centers that have very few stops at major destinations.



**Highway Intersection Improvements**  
Improves safety, and traffic flow in places where a highway crosses a major road.



**Highway Straightening**  
Removes curves from highways.



**Interchange**  
Where a freeway and a major road or other freeway cross each other.



**LOSSAN Improvements**  
Making the railway that connects San Diego to Los Angeles and San Luis Obispo safer, faster and more efficient.



**Local Route**  
A bus route that travels around neighborhoods that are near one another.



**Managed Lanes (ML)**  
Separated highway lanes set aside for multi-passenger transportation like buses or carpools, or for people who pay a toll.



**Managed Lane Connector**  
Ramps that connect managed lanes on different freeways.



**Microtransit**  
On-demand public shuttle service for short trips within a neighborhood.



**Mobility Hub**  
An area where different types of transportation connect easily (ex. public transit, bike lanes, or shuttles) to housing and commercial areas.



**Multimodal Corridor Improvements**  
Projects that make all transportation on the same route more efficient, including walking, biking, transit, trains, and/or vehicles.



**Neighborhood Electric Vehicle (NEV) Service**  
Small, on-demand electric shuttle available for short trips in a small area (ex. FRED San Diego).



**Otay Mesa East Port of Entry (OME POE)**  
A new U.S./Mexico border crossing.



**Purple Line**  
Future transit route connecting the border region to University Town Center (UTC) and Sorrento Mesa.



**Rapid Bus**  
A bus route that gets priority in high-traffic areas to speed up trips.



**Reversible Managed Lanes**  
A managed lane that can change traffic direction depending on the time of day or traffic conditions.



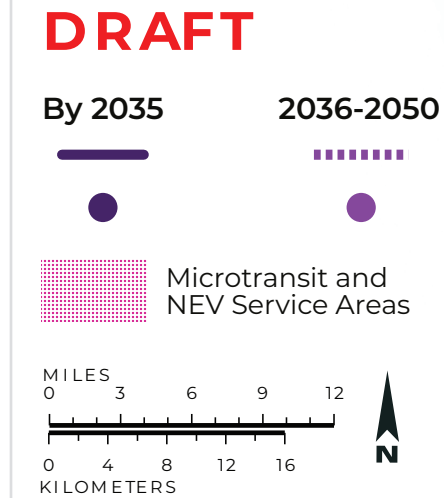
**Shoulder Widening**  
Project that widens pavement on the side of a freeway for safety in case of emergencies.



**Train and Trolley Improvements**  
(ex. on the Blue, Green, or Orange Line, SPRINTER, or COASTER) Projects that make rail trips more efficient: for example, separating rail tracks from car traffic with a bridge.



## Attachment 1



- |    |  |     |  |
|----|--|-----|--|
| 41 | I-5 Working Waterfront Access  | 78  | Rapid 471: Downtown Escondido to East Escondido                                  |
| 42 | Vesta Bridge: Phase 1  | 79  | Rapid 473: Oceanside to Solana Beach to UTC/UC San Diego                         |
| 43 | Balboa Park Perimeter Streetcar  | 80  | Rapid 474: Oceanside to Vista  |
| 44 | Purple Line  | 81  | Rapid 477: Carlsbad Village to SR 76   |
| 45 | LOSSAN Improvements  | 82  | Rapid 483: Commuter Express: Riverside (Temecula) to Carlsbad Poinsettia Station |
| 46 | SPRINTER Improvements  | 83  | Rapid 484: Carlsbad to Kearny Mesa   |
| 47 | Blue Line Improvements   | 84  | Rapid 485: Oceanside to Encinitas  |
| 48 | Orange Line Improvements   | 85  | Rapid 486: Oceanside to Carlsbad/ San Marcos                                     |
| 49 | Green Line Improvements  | 86  | Rapid 625: SDSU to Palomar Station   |
| 50 | Rapid 120: Kearny Mesa to Downtown   | 87  | Rapid 630: Iris Trolley/Palomar to Kearny Mesa                                   |
| 51 | Rapid 207: Pacific Beach to Kearny Mesa  | 88  | Rapid 635: Eastlake to Palomar Trolley   |
| 52 | Rapid 209: H St Trolley Station to Millennia   | 89  | Rapid 637: North Park to 32nd St Trolley Station                                 |
| 53 | Rapid 210: La Mesa to Ocean Beach  | 90  | Rapid 638: Iris Trolley to Otay Mesa   |
| 54 | Rapid 211: SDSU to Downtown via Adams Ave  | 91  | Rapid 640: San Ysidro to Santa Fe Depot  |
| 55 | Rapid 212: Spring Valley to Downtown   | 92  | Rapid 688: San Ysidro to UTC   |
| 56 | Rapid 215: SDSU to Downtown  | 93  | Rapid 880: El Cajon to UC San Diego  |
| 57 | Rapid 225: South Bay Rapid   | 94  | Local Route 89: Solana Beach to UTC  |
| 58 | Rapid 227: Otay Mesa East POE to Imperial Beach  | 95  | Local Route 195: 8th St Trolley to Plaza Bonita                                  |
| 59 | Rapid 228: Point Loma to Kearny Mesa   | 96  | Local Route 196: 8th St Trolley to Plaza Blvd                                    |
| 60 | Rapid 229: Downtown to Pacific Beach   | 97  | Local Route 984: Mira Mesa to Sorrento Valley                                    |
| 61 | Rapid 230: Balboa Station to UTC   | 98  | Express Route 77: Ramona to Poway  |
| 62 | Rapid 235: Escondido to Downtown   | 99  | Express Route 121: Cross-Border Xpress to Iris Transit Center                    |
| 63 | Rapid 237: UC San Diego to Rancho Bernardo   | 100 | Express Route 246: Rancho Bernardo to UC San Diego                               |
| 64 | Rapid 238: UC San Diego to Rancho Bernardo   | 101 | Express Route 247: Escondido to UC San Diego                                     |
| 65 | Rapid 241: UCSD Hillcrest Medical Center to UTC/UC San Diego   | 102 | Express Route 993: Shelter Island to Convention Center                           |
| 66 | Rapid 243: Pacific Beach to Kearny Mesa  | 103 | Circulator Route 193: Iris Transit Center to San Ysidro High School              |
| 67 | Rapid 255: Downtown to Logan Heights to Golden Hill to South Park to North Park to University Heights to Hillcrest | 104 | Circulator Route 449: Palomar College area                                       |
| 68 | Rapid 256: SDSU to Rancho San Diego/ Cuyamaca College  | 105 | Circulator Route 647: Mission Valley Loop  |
| 69 | Rapid 259: El Cajon Transit Center to Lemon Grove Depot  | 106 | Circulator Route 648: Mission Valley Loop  |
| 70 | Rapid 265: Otay to Escondido   | 107 | Circulator Route 649: Kearny Mesa Loop   |
| 71 | Rapid 280: Downtown San Diego to Escondido   | 108 | Circulator Route 661: Otay Mesa Loop   |
| 72 | Rapid 290: Downtown San Diego to Rancho Bernardo Transit Station   | 109 | Circulator Route 668: Kearny Mesa Loop   |
| 73 | Rapid 292: El Cajon to Otay Mesa   | 110 | Circulator Route 675: Rancho Bernardo Business Park Loop                         |
| 74 | Rapid 293: Imperial Beach to Otay Ranch  | 111 | Circulator Route 715: Otay Ranch Loop  |
| 75 | Rapid 295: South Bay to Clairemont   | 112 | Circulator Route 716: Lower Otay Ranch Loop                                      |
| 76 | Rapid 440: Carlsbad to Escondido Transit Center  | 113 | Circulator Route 985: UC San Diego Shuttle                                       |
| 77 | Rapid 450: Oceanside to Escondido  |     |  |



Additional Map Information

Unmapped Projects

- 2025 Bike Network
- Transit Frequency Enhancements
- Transit Amenities & Mobility Hub Investments (WiFi, restrooms, security)
- Existing Network

Unmapped Policies

- Climate (includes Zero-Emission Vehicle Infrastructure)
- Digital Equity
- Fix it First
- Habitat Conservation
- Health
- Housing & Land Use
- Parking & Curb Management
- Pricing Strategies
- Transportation Demand Management
- Transportation Technology & Operational Improvements
- Vision Zero

Acroynms

- ML** = Managed Lane
- NEV** = Neighborhood Electric Vehicle
- POE** = Port of Entry
- OME** = Otay Mesa East



***San Diego Region residents told us they needed safer roads, better connections between types of transportation, shuttles for short trips, safe bikeway and pedestrian paths, more EV infrastructure, completed highway connectors, improved interchanges, and solutions for emergency evacuation.***

Recurring Feedback and Impact on the Concept

Across the region, people said they needed:	What we’re considering (and much more, as seen on the map):
Local public transportation improvements to speed up short neighborhood trips as well as regional improvements to speed up commutes and other longer trips in the short-term.	Prioritizing transit projects that can be made a reality in the next decade; adding more Rapid regional bus routes and neighborhood circulator routes, along with increased service on local bus routes and projects to speed up trolley trips.
Improved public transit that’s faster, more efficient, safe, and reliable.	Funding for better transit amenities such as bathrooms, lighting, shelter, WiFi, and security; as well as funding to increase how often transit comes and adding some expanded weekend and night service.
Highway improvements: adding lanes and finishing highway connectors or improving existing interchanges.	Setting aside key lanes and shoulders to move more people at once in multi-passenger vehicles; this will reduce traffic while supporting Rapid bus routes and carpooling on these highways .
A safe network of bikeways throughout the region.	Continuing to deliver key regional bikeway projects and expanding the bikeways across the region.
Pedestrian and cyclist paths that are protected when crossing highways and major streets to safely access key neighborhood destinations.	An active transportation network that includes connections crossing over highways and major streets that are safe for all ages and abilities.
Microtransit and shuttles for short trips and to connect people to public transit stops, especially for older adults and those that are transit dependent.	Adding more neighborhood shuttles and microtransit that can connect people to common destinations and transit stops.
Electric vehicle discounts and infrastructure.	Continuing to support electric vehicle infrastructure and programs to incentivize people buying electric vehicles.
Projects that improve air quality and reduce greenhouse gas emissions.	Prioritizing improvements to our transportation network that reduce pollution and emissions.
No regional road usage charge.	No regional road useage charge; other flexible funding sources are proposed.
Make transportation more accessible and affordable for people with disabilities, children and seniors, and for low-income households.	<ul style="list-style-type: none"><li>► Funding for transit amenities which can improve access for those with disabilities</li><li>► Continued funding for free youth transit and studying expanded transit discounts</li></ul>
Better connections between different types of transportation.	Planning ways to create seamless connections between transportation modes such as safer biking and walking paths, shuttles and microtransit, secure parking, and e-charging stations
Safer roads and more transit options in rural, unincorporated communities, and especially providing emergency evacuation solutions.	<ul style="list-style-type: none"><li>► Exploring shoulder widening, reducing road curves, and technology solutions to improve travel and enhance safety in emergencies</li><li>► Planning further improvements to rural transit routes; new opportunities for community-based microtransit services</li></ul>

## Attachment 1



- ## By 2035

- ## 2036-2050

- ## By 2035

- 2036-2050

- ## By 2035

- 2036-2050

- ## Projects Outside Map Extent

## Borrego Springs Microtransit

Additional Map Information

Managed Lanes Key		Conversion of Existing Lane(s)	Additional Managed Lane(s)
1	I-5 Managed Lanes: I-805 to SR 78	X	
2	I-5 Managed Lanes: SR 78 to County Line	X	X
3	I-15 Managed Lanes: SR 78 to County Line	X	
4a	SR 56 Managed Lanes: I-5 to Carmel Valley Rd		X
4b	SR 56 Managed Lanes: Carmel Valley Rd to I-15		X
5	SR 78 Managed Lanes: I-5 to I-15		X

Unlisted Projects

2025 Bike Network

Unmapped Projects

- Transit Frequency Enhancements
- Transit Amenities & Mobility Hub Investments (WiFi, restrooms, security)
- Existing Network

Unmapped Policies

- Climate (includes Zero-Emission Vehicle Infrastructure)
- Digital Equity
- Fix it First
- Habitat Conservation
- Health
- Housing & Land Use
- Parking & Curb Management
- Pricing Strategies
- Transportation Demand Management
- Transportation Technology & Operational Improvements
- Vision Zero

Acroynms

- ML = Managed Lane
- NEV = Neighborhood Electric Vehicle
- POE = Port of Entry
- OME = Otay Mesa East

Recurring Feedback and Impact on the Concept

In North County, people said they needed:	What we’re considering (and much more):
<ul style="list-style-type: none"><li>▶ Better traffic flow on highways: especially the SR 78, SR 76 and I-15</li><li>▶ Safer/easier connector between I-5 and SR 78</li></ul>	<ul style="list-style-type: none"><li>▶ Managed lanes on the SR 78 and managed lane connectors between the SR 78 and I-5 and I-15</li><li>▶ Straightening out SR 76 from Rice Canyon to the Pala Reservation, Harolds Rd to Pauma Rancho, adding intersection improvements in three places, and widening the shoulder for emergencies</li><li>▶ Connector between I-5 and SR 78</li></ul>
<p>Better public transit service:</p> <ul style="list-style-type: none"><li>▶ COASTER, SPINTER, and buses that come more often and that can make faster trips</li><li>▶ More service at night and on weekends</li><li>▶ Expanded transit or microtransit access for communities where routes don’t currently go such as San Elijo Hills, Rancho Santa Fe, Fallbrook</li><li>▶ Connection to Riverside County</li><li>▶ Access to Palomar Airport</li></ul>	<ul style="list-style-type: none"><li>▶ Improving the SPINTER and COASTER routes by increasing frequency, making rail improvements to speed up trip times, and adding more evening and weekend service</li><li>▶ More Rapid routes, including one from Otay to Escondido and another connecting Carlsbad and San Marcos to Riverside County</li></ul>
<p>Better transit, shuttle and microtransit options to make it easier to access COASTER and SPINTER stations and community destinations.</p>	<p>Twelve shuttle or microtransit service areas which will increase access to common local destinations, including transit stops; includes service area providing access to Palomar Airport.</p>
<ul style="list-style-type: none"><li>▶ Safer walking and biking routes, either improving existing routes or expanding the network</li><li>▶ Protected bike lanes on major roads to connect to the coast</li></ul>	<ul style="list-style-type: none"><li>▶ Upgrading existing bike routes or adding new ones across the region with separated bikeways on high-speed roads</li><li>▶ Bike trails with coastal access, along with other east to west bikeway connections</li></ul>

**North County residents told us they needed better traffic flow on SR 78, SR 76, and I-15, more frequent COASTER and SPINTER service with expanded night and weekend hours, safer walking and biking routes, shuttle and microtransit services to connect to transit stations, and connections to Palomar Airport and Riverside County.**



Initial Concept for the Draft 2025 Regional Plan: Central & East County



By 2035		2036-2050		By 2035		2036-2050		By 2035		2036-2050	
	Regional Rail				Managed Lanes Connector				On-Street Bikeway		
	Light Rail				Direct Access Ramp (DAR)				Off-Street Bikeway		
	Next Gen Rapid				Interchange/Arterial Operational Improvements				On-Street & Off-Street Bikeway		
	Express Bus				Downtown Bus Layover				Goods Movement		
	Local Bus				Rural Corridor Improvements				Flexible Fleets (Neighborhood Electric Vehicle (NEV) or Microtransit)		
	Circulator										
	4 Managed Lanes										
	2 Managed Lanes										
	1 Reversible Managed Lane										

See reverse for detailed Managed Lanes Key and Additional Map Information | \* Includes addition of truck climbing lane

1a-b	I-5 Managed Lanes	50	Rapid 256: SDSU to Rancho SD/Cuyamaca College
2a-c	I-15 Managed Lanes	51	Rapid 259: El Cajon Transit Center to Lemon Grove Depot
3a-d	I-805 Managed Lanes	52	Rapid 265: Otay to Escondido
4a-b	I-8 Managed Lanes	53	Rapid 280: Downtown San Diego to Escondido
5a-d	SR 52 Managed Lanes*	54	Rapid 290: Downtown San Diego to Rancho Bernardo Transit Station
6a-b	SR 94 Managed Lanes	55	Rapid 292: El Cajon to Otay Mesa
7a	SR 56 Managed Lanes	56	Rapid 295: South Bay to Clairemont
8a	SR 163 Managed Lanes	57	Rapid 473: Oceanside to Solana Beach to UTC/UC San Diego
9a	SR 125 Managed Lanes	58	Rapid 484: Carlsbad to Kearny Mesa
10a	SR 75 Coronado Bridge Reversible Managed Lane	59	Rapid 625: SDSU to Palomar Station
11	I-5/I-805 ML Connector	60	Rapid 630: Iris Trolley/Palomar to Kearny Mesa
12	I-15/SR 52 ML Connectors	61	Rapid 637: North Park to 32nd St Trolley Station
13	I-15/SR 94 ML Connector	62	Rapid 640: San Ysidro to Santa Fe Depot
14	I-15/I-805 ML Connector	63	Rapid 688: San Ysidro to UTC
15	SR 94/I-805 ML Connector	64	Rapid 880: El Cajon to UC San Diego
16	I-805/SR 52 ML Connector	65	Downtown Bus Layover
17	SR 125/SR 94 ML Connector	66	NEV Service Area: Coronado
18	I-805/SR 163 ML Connector	67	NEV Service Area: Del Mar
19	SR 67 Improvements: Mapleview St to Dye Rd	68	NEV Service Area: La Jolla
20	SR 125/SR 94 Interchange/Arterial Improvements	69	NEV Service Area: La Mesa
21	I-15 @ SDSU West DAR	70	NEV Service Area: Ocean Beach
22	I-805 @ Nobel Dr DAR	71	NEV Service Area: Pacific Beach
23	I-15 @ Clairemont Mesa Blvd DAR	72	NEV Service Area: Downtown/Little Italy
24	I-5 @ Voigt DAR	73	NEV Service Area: North Park/City Heights
25	Harbor Dr Multimodal Corridor Improvements	74	Southeast San Diego Microtransit
26	I-5 Working Waterfront Access	75	Eastern San Diego Microtransit
27	Purple Line	76	Casa De Oro Microtransit
28	LOSSAN Improvements	77	Lakeside Microtransit
29	Airport Transit Connection	78	Clairemont Mesa Microtransit
30	Blue Line Improvements	79	Sorrento Valley Microtransit
31	Orange Line Improvements	80	Kearny Mesa Convoy Microtransit
32	Green Line Improvements	81	El Cajon Microtransit
33	Balboa Park Perimeter Streetcar	82	Local Route 89: Solana Beach to UTC
34	Rapid 120: Kearny Mesa to Downtown	83	Local Route 984: Mira Mesa to Sorrento Valley
35	Rapid 207: Pacific Beach to Kearny Mesa	84	Express Route 77: Ramona to Poway
36	Rapid 210: La Mesa to Ocean Beach	85	Express Route 246: Rancho Bernardo to UC San Diego
37	Rapid 211: SDSU to Downtown	86	Express Route 247: Escondido to UC San Diego
38	Rapid 212: Spring Valley to Downtown	87	Express Route 993: Shelter Island to Convention Center
39	Rapid 215: SDSU to Downtown	88	Circulator Route 647: Mission Valley Loop
40	Rapid 225: South Bay Rapid	89	Circulator Route 648: Mission Valley Loop
41	Rapid 228: Point Loma to Kearny Mesa	90	Circulator Route 649: Kearny Mesa Loop
42	Rapid 229: Downtown to Pacific Beach	91	Circulator Route 668: Kearny Mesa Loop
43	Rapid 230: Balboa Station to UTC	92	Circulator Route 985: UC San Diego Shuttle
44	Rapid 235: Escondido to Downtown		
45	Rapid 237: UC San Diego to Rancho Bernardo		
46	Rapid 238: UC San Diego to Rancho Bernardo		
47	Rapid 241: UCSD Hillcrest Medical Center to UTC/UC San Diego		
48	Rapid 243: Pacific Beach to Kearny Mesa		
49	Rapid 255: Downtown to Logan Heights to Golden Hill to South Park to North Park to University Heights to Hillcrest		

Projects Outside Map Extent

Alpine Microtransit

Additional Map Information

Managed Lanes Key		Conversion of Existing Lane(s)	Additional Managed Lane(s)
1a	I-5 Managed Lanes: SR 905 Pacific Highway	X	
1b	I-5 Managed Lanes: Pacific Highway to I-805	X	
2a	SR 15 Managed Lanes: I-5 to I-805		X
2b	SR 15 Managed Lanes: I-805 to I-8	X	
2c	I-15 Managed Lanes: I-8 to SR-163	X	X
3a	I-805 Managed Lanes: Palomar St to SR 94	X	
3b	I-805 Managed Lanes: SR 94 to I-8	X	X
3c	I-805 Managed Lanes: I-8 to SR 52	X	X
3d	I-805 Managed Lanes: SR 52 to I-5	X	
4a	I-8 Managed Lanes: I-5 to SR 67	X	
4b	I-8 Managed Lanes: SR 67 to Lake Jennings Pk Rd		X
5a	SR 52 Managed Lanes: I-5 to I-805		X
5b	SR 52 Managed Lanes: I-805 to I-15	X	
5c	SR 52 Managed Lanes: I-15 to Mast Blvd	X	X
5d	SR 52 Managed Lanes: Mast Blvd to SR 125		X
6a	SR 94 Managed Lanes: I-5 to I-15	X	
6b	SR 94 Managed Lanes: I-15 to SR-125	X	
7a	SR 56 Managed Lanes: I-5 to Carmel Valley Rd		X
8a	SR 163 Managed Lanes: I-8 to SR-52	X	
9a	SR 125 Managed Lanes: SR 54 to SR 52	X	
10a	SR 75 Coronado Bridge Reversible Managed Lane	X	

**Central & East County residents told us they needed improved traffic flow on SR 52, I-8, and SR 67, the completed SR 94/SR 125 connector, faster connections to job centers, beaches, the airport, more frequent transit connections with expanded night and weekend hours, and safer walking and biking routes.**

- Unlisted Projects
- 2025 Bike Network
- Unmapped Projects
- Transit Frequency Enhancements
- Transit Amenities & Mobility Hub Investments (WiFi, restrooms, security)
- Existing Network
- Unmapped Policies
- Climate (includes Zero-Emission Vehicle Infrastructure)
- Digital Equity
- Fix it First
- Habitat Conservation
- Health
- Housing & Land Use
- Parking & Curb Management
- Pricing Strategies
- Transportation Demand Management
- Transportation Technology & Operational Improvements
- Vision Zero
- Acroynms
- DAR = Direct Access Ramp
- ML = Managed Lane
- NEV = Neighborhood Electric Vehicle

Recurring Feedback and Impact on the Concept

In San Diego, people said they needed:	What we’re considering (and much more):
Better public transit including: <ul style="list-style-type: none"><li>Expanded routes and more frequent service, including later evening and more weekend hours</li><li>Faster connections east to west including beach access, and east of the I-15</li><li>More connections to job centers, beaches, and major landmarks</li><li>Faster transit to the airport</li><li>Faster trips through high-traffic areas</li><li>More bus lanes on major streets</li><li>Transit station amenities like shade and lighting</li></ul>	<ul style="list-style-type: none"><li>More Rapid buses and trolley improvements</li><li>More frequent service and expanded night and weekend hours</li><li>Routes maximize access to jobs and high-traffic destinations</li></ul>
Microtransit or shuttles connecting people to transit stops too far to walk to – particularly in areas with limited parking	Twelve microtransit and/or shuttle service areas; parking district funds will partially fund shuttle service in those areas
Better traffic flow on and between highways including: <ul style="list-style-type: none"><li>Smoother connections to the SR 52</li><li>I-5 and I-8</li></ul>	<ul style="list-style-type: none"><li>Managed lanes and truck climbing lane on SR 52, and connecting the I-15 and SR 52 managed lanes</li><li>Converting existing lanes and adding managed lanes on I-8</li><li>Finishing managed lanes on I-805 and I-5, converting an existing lane to a managed lane on State Routes 94, 56, 163, and part of the 125</li></ul>
More protected biking/walking routes on high-speed roads and crossing busy intersections: improving existing routes, finishing projects, and connecting more neighborhoods, including: <ul style="list-style-type: none"><li>Between Point Loma and the Marina along the coast</li><li>Around SDSU</li><li>Routes that go over a freeway such as I-5</li><li>Nimitz Blvd, Rosecrans St, Pacific Coast Highway, Old Town</li><li>Better connections from the I-15 bikeway over I-8</li></ul>	Our Regional Bike Network includes existing bikeway improvements, additions, or finishing routes addressing all of these location-specific concerns. For more information, visit <a href="#">the interactive map</a> on our website.
More amenities for bicyclists at transit stops and other common locations (ex. bike racks and lockers).	Investing in bike amenities as part of bikeway projects, transit projects, and transportation demand management programs.

































In East County, people said they needed:	What we’re considering (and much more):
To improve highways by: <ul style="list-style-type: none"><li>Finishing the SR 94 and SR 125 connector project</li><li>Helping traffic flow on State Routes 52 and 67</li></ul>	<ul style="list-style-type: none"><li>Improving the SR 94/125 connector</li><li>Managed lanes and a truck climbing lane on SR 52 and connecting managed lanes between I-15 and SR 52</li><li>Widening the shoulder for emergency purposes on SR 67</li></ul>
Public transportation improvements: <ul style="list-style-type: none"><li>More Rapid transit and transit options for Cuyamaca College and La Presa</li><li>Transit that comes more often and for extended hours in the evening</li></ul>	<ul style="list-style-type: none"><li>More Rapid buses including routes 256: SDSU to Rancho SD/Cuyamaca College; and 292, El Cajon to Otay Mesa via La Presa</li><li>Next Gen Rapid bus routes may include infrastructure and technology to speed up trips</li><li>Green and Orange Line trolley improvements</li><li>More transit frequency and evening hours</li></ul>
Microtransit and shuttles: <ul style="list-style-type: none"><li>Connecting suburban East County to transit stops</li><li>Service from unincorporated communities to San Diego</li></ul>	Shuttles and microtransit in Lemon Grove, El Cajon, La Mesa and in unincorporated communities in the County.
<ul style="list-style-type: none"><li>Safer bike routes, not mixing bike routes with vehicle traffic on high-speed roads</li><li>More bike routes east to west</li></ul>	Regional bike network includes separated bikeways on high-speed roads and various east-to-west routes.



## Attachment 1



- |           |   |           |   |
|-----------|---|-----------|---|
| <b>1</b>  | I-5 Managed Lanes: SR 905 to Pacific Hwy  | <b>30</b> | Rapid 637: North Park to 32nd St Trolley Station                      |
| <b>2</b>  | I-15 Managed Lanes: I-5 to I-805  | <b>31</b> | Rapid 638: Iris Trolley to Otay Mesa                                  |
| <b>3</b>  | I-805 Managed Lanes: SR 905 to Palomar St   | <b>32</b> | Rapid 640: San Ysidro to Santa Fe Depot                               |
| <b>4</b>  | I-805 Managed Lanes: Palomar St to SR 94  | <b>33</b> | Rapid 688: San Ysidro to UTC via 805                                  |
| <b>5</b>  | SR 54 Managed Lanes: I-805 to SR 125  | <b>34</b> | Otay Mesa East POE  |
| <b>6</b>  | SR 905 Managed Lanes: I-5 to Border   | <b>35</b> | Otay Mesa POE Truck Bridge to Commercial Vehicle Enforcement Facility |
| <b>7</b>  | SR 905 Managed Lanes: I-805 to Otay Mesa East Port of Entry   | <b>36</b> | Harbor Dr Multimodal Corridor Improvements                            |
| <b>8</b>  | SR 125 Managed Lanes: SR 54 to I-8  | <b>37</b> | I-5 Working Waterfront Access   |
| <b>9</b>  | SR 125 Managed Lanes: transition from toll road to managed and general-purpose lanes from SR 905 to SR 54 | <b>38</b> | Vesta Bridge: Phase 1   |
| <b>10</b> | SR 75 Coronado Bridge Reversible Managed Lane   | <b>39</b> | San Ysidro Mobility Hub   |
| <b>11</b> | SR 11 Roadway Connection to Otay Mesa East POE  | <b>40</b> | NEV Service Area: Coronado  |
| <b>12</b> | U.S.-Mexico Border Transit Connection   | <b>41</b> | NEV Service Area: Downtown Chula Vista                                |
| <b>13</b> | Purple Line   | <b>42</b> | NEV Service Area: Imperial Beach                                      |
| <b>14</b> | LOSSAN Improvements   | <b>43</b> | NEV Service Area: National City                                       |
| <b>15</b> | Blue Line Improvements  | <b>44</b> | NEV Service Area: U.S.-Mexico Border/ San Ysidro                      |
| <b>16</b> | Orange Line Improvements  | <b>45</b> | NEV Service Area: Downtown/Little Italy                               |
| <b>17</b> | Green Line Improvements   | <b>46</b> | Central Chula Vista Microtransit                                      |
| <b>18</b> | Rapid 209: H St Trolley Station to Millennia  | <b>47</b> | Southeast San Diego Microtransit                                      |
| <b>19</b> | Rapid 212: Spring Valley to Downtown  | <b>48</b> | Local Route 195: 8th St Trolley to Plaza Bonita                       |
| <b>20</b> | Rapid 225: South Bay Rapid  | <b>49</b> | Local Route 196: 8th St Trolley to Plaza Blvd                         |
| <b>21</b> | Rapid 227: Otay Mesa East POE to Imperial Beach via 905   | <b>50</b> | Express Route 121: Cross-Border Xpress to Iris Transit Center         |
| <b>22</b> | Rapid 256: SDSU to Rancho San Diego/ Cuyamaca College   | <b>51</b> | Express Route 993: Shelter Island to Convention Center                |
| <b>23</b> | Rapid 265: Otay to Escondido  | <b>52</b> | Circulator Route 193: Iris Transit Center to San Ysidro High School   |
| <b>24</b> | Rapid 292: El Cajon to Otay Mesa  | <b>53</b> | Circulator Route 661: Otay Mesa Loop                                  |
| <b>25</b> | Rapid 293: Imperial Beach to Otay Ranch   | <b>54</b> | Circulator Route 715: Otay Ranch Loop                                 |
| <b>26</b> | Rapid 295: South Bay to Clairemont  | <b>55</b> | Circulator Route 716: Lower Otay Ranch Loop                           |
| <b>27</b> | Rapid 625: SDSU to Palomar Station  |           |   |
| <b>28</b> | Rapid 630: Iris Trolley/Palomar to Kearny Mesa  |           |   |
| <b>29</b> | Rapid 635: Eastlake to Palomar Trolley  |           |   |

By 2035		2036-2050		By 2035		2036-2050		By 2035		2036-2050	
	Regional Rail				1 Reversible Managed Lane				On-Street Bikeway		
	Light Rail				Freeway Connection to OME POE				Off-Street Bikeway		
	Next Gen Rapid				Managed Lanes Connector				On-Street & Off-Street Bikeway		
	Express Bus								Flexible Fleets		
	Local Bus				Goods Movement				(Neighborhood Electric Vehicle (NEV))		
	Circulator								or Microtransit)		
	4 Managed Lanes				U.S.-Mexico Border Transit Connection						
	2 Managed Lanes				Mobility Hubs						

72



Additional Map Information

Managed Lanes Key		Conversion of Existing Lane(s)	Additional Managed Lane(s)
1	I-5 Managed Lanes: SR 905 to Pacific Highway	X	
2	I-15 Managed Lanes: I-5 to I-805		X
3	I-805 Managed Lanes: SR 905 to Palomar St	X	X
4	I-805 Managed Lanes: Palomar St to SR 94	X	
5	SR 54 Managed Lanes: I-805 to SR 125	X	
6	SR 905 Managed Lanes: I-5 to I-805		X
7	SR 905 Managed Lanes: I-805 to Otay Mesa East Port of Entry	X	
8	SR 125 Managed Lanes: SR 54 to I-8	X	
9	SR 125 Managed Lanes: transition from toll road to managed and general-purpose lanes from SR 905 to SR 54		X
10	SR 75 Coronado Bridge Reversible Managed Lane	X	

- Unlisted Projects**  
2025 Bike Network
- Unmapped Projects**  
Transit Frequency Enhancements  
Transit Amenities & Mobility Hub Investments (WiFi, restrooms, security)  
Existing Network
- Unmapped Policies**  
Climate (includes Zero-Emission Vehicle Infrastructure)  
Digital Equity  
Fix it First  
Habitat Conservation  
Health  
Housing & Land Use  
Parking & Curb Management  
Pricing Strategies  
Transportation Demand Management  
Transportation Technology & Operational Improvements  
Vision Zero
- Acroynms**  
**ML** = Managed Lane  
**NEV** = Neighborhood Electric Vehicle  
**POE** = Port of Entry  
**OME** = Otay Mesa East

Recurring Feedback and Impact on the Concept

In South County, people said they needed:	What we’re considering (and much more):
<ul style="list-style-type: none"><li>▶ Better and faster transit options coming from the border, including a rail connection directly at the border</li><li>▶ Expanded network of transit with service to major destinations such as job centers, shopping areas, event venues, and schools</li></ul>	<ul style="list-style-type: none"><li>▶ Adding more Rapid routes and eventually a COASTER connection to the border and improvements to the Blue Line; San Ysidro Transit Center improvements and surrounding connections; exploring options for additional border transit</li><li>▶ Managed lanes with bus priority on various south-to-north highways</li><li>▶ Purple Line transit route from the border to Sorrento Valley via City Heights and Kearny Mesa</li></ul>
More transit routes to reach housing developments in areas isolated from transit and microtransit service for shorter trips.	Six new microtransit or shuttle service areas in Southeast San Diego, National City, Downtown Chula Vista, Central Chula Vista, Imperial Beach, and San Ysidro.
More transit access to the Cross Border Express (CBX).	Express bus from Iris Ave trolley station to CBX and a bus route between Otay Mesa and CBX.
Faster transit access to San Diego International Airport from South County.	Adding an airport transit connection based on potential concepts currently being studied.
<p>More protected bike lanes, pedestrian walkways, and signals overall, and specifically:</p> <ul style="list-style-type: none"><li>▶ Connections to parks, transit stations, malls, and other commercial areas</li><li>▶ Connections from communities near Sweetwater reservoir to central Chula Vista</li></ul>	<ul style="list-style-type: none"><li>▶ Improving and expanding separated bikeways on high-speed roads across the region, including intersection improvements such as bike signals</li><li>▶ On street, protected bikeways to connect communities near Sweetwater Reservoir to Bonita, National City, and Chula Vista</li></ul>
To remove the toll on SR 125.	By 2037, changing the SR 125 toll road to a regular highway with a mix of free and managed lanes (use of lanes may vary depending on demand).

**South County residents told us they needed faster, more direct transit access to and from the border and CBX, more transit routes to major destinations and housing, faster access to the airport, more protected bike and pedestrian routes, and to remove the toll on SR 125.**

## Attachment 2

### Policies and Programs Summary

The policies and programs in the Regional Plan are significant contributors to meeting our requirements for air quality and reducing greenhouse gas emissions, as well as advancing our goals for equity, safety, and healthy communities. These strategies maximize the benefits of the region's investments in transportation infrastructure. They can also serve as the foundation for mitigation measures in the Environmental Impact Report for the Regional Plan.

The policies and programs that make up the initial concept for the draft 2025 Regional Plan fall under the categories below:

- **Climate** programs address climate impacts through mitigation and adaptation efforts including regional clean transportation programs, climate action planning, and resilience planning. This includes incentive programs for zero emission vehicles and charging infrastructure.
- **Digital Equity** programs expand affordable and reliable internet service and improve digital literacy. Technology and connectivity also are an important part of how we manage the transportation system.
- **Fix it First** invests in the maintenance and rehabilitation of existing transportation infrastructure to provide a system that is resilient to natural disasters and safe and reliable for all users.
- **Habitat conservation** protects and preserves the region's wealth of open space and natural resources and serves as mitigation for our regional transportation projects.
- **Health** policies identify measures that reduce the health impacts caused by the transportation sector, especially in the region's most affected communities.
- **Housing and Land Use** programs encourage locating more housing near jobs and activity centers and in transit-rich parts of the region. This includes grant funding for local projects and technical assistance to accelerate housing production and smart growth.
- **Parking and Curb Management** strategies help to balance the competing needs for valuable parking and curb space while remaining flexible to the needs of residents, employees, businesses, and visitors.
- **Pricing Strategies** refer to the cost of using various components of the transportation system. This includes providing subsidized transit (specifically, continuing the Youth Opportunity Pass and providing a discount for other fares), charging for parking in select locations, allowing carpool drivers to drive free, adding fees for certain ride-hailing or delivery services, or paying to drive in an Express Lane to pass traffic.
- **Transportation Demand Management** programs provide regional vanpool incentives, bike education services, a guaranteed ride home program, support for employers to implement customized commuter benefit programs, and secure bicycle parking to support commuters with traveling to/from work using an alternative to driving alone.
- **Transportation Technology and Operational Improvements** help to make the transportation system reliable and convenient. Proactive coordination of transportation technologies improves travel times, decreases fuel consumption and emissions, and enhances safety. This includes connected vehicle infrastructure, dynamic operations of Managed Lanes, a connected network of smart intersections, and advanced traveler information systems.
- **Vision Zero** strategies improve safety for all modes of transportation with the goal of eliminating traffic-related deaths and serious injuries.

The policies and programs identified in previous Regional Plans have brought many tangible benefits to the region, including the Youth Opportunity Pass, nearly 400 vanpools, a Smart Growth Incentive program that has distributed nearly \$60 million in funds to local jurisdictions, an environmental mitigation program that has preserved 9,195 acres of sensitive land, 990 electric vehicle chargers through the region's California Electric Vehicle Infrastructure Project (CALeVIP), expanded access to broadband, and more.



# DRAFT 2025 Regional Plan: Initial Concept

Military Working Group | Item 9  
Danielle Kochman, Manager of Strategic Partnerships

February 12, 2024

1

## Regional Planning Process



SANDAG | 2

2



## Data and Modeling



Changing Population



Changing World



Changing Technical Requirements

SANDAG | 4

4

## Partner Agency Coordination



- Two Joint Working Group Workshops
- Two Workshops with the Technical Working Group on Tribal Transportation
- Joint Policy Advisory Committee Workshop
- Binational Workshop
- Ongoing coordination meetings with MTS, NCTD, and Caltrans

SANDAG | 7

7

## Public Engagement

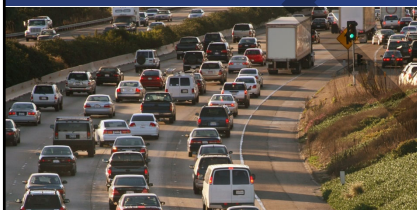


- Six subregional workshops
- 45 tabling events by CBO partners
- Approximately 2,400 participants
- More than 2,000 comments online
- More than 8,000 unique visits to website
- Online engagement regionwide

**SANDAG** | 8

8

## Public Feedback



**Too Much Traffic**



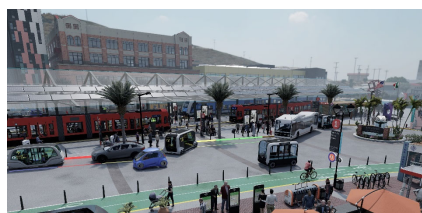
**Need for Faster & More Frequent Public Transit**



**Microtransit Needed to Reach Neighborhood Destinations**



**Expand Transit More Places**



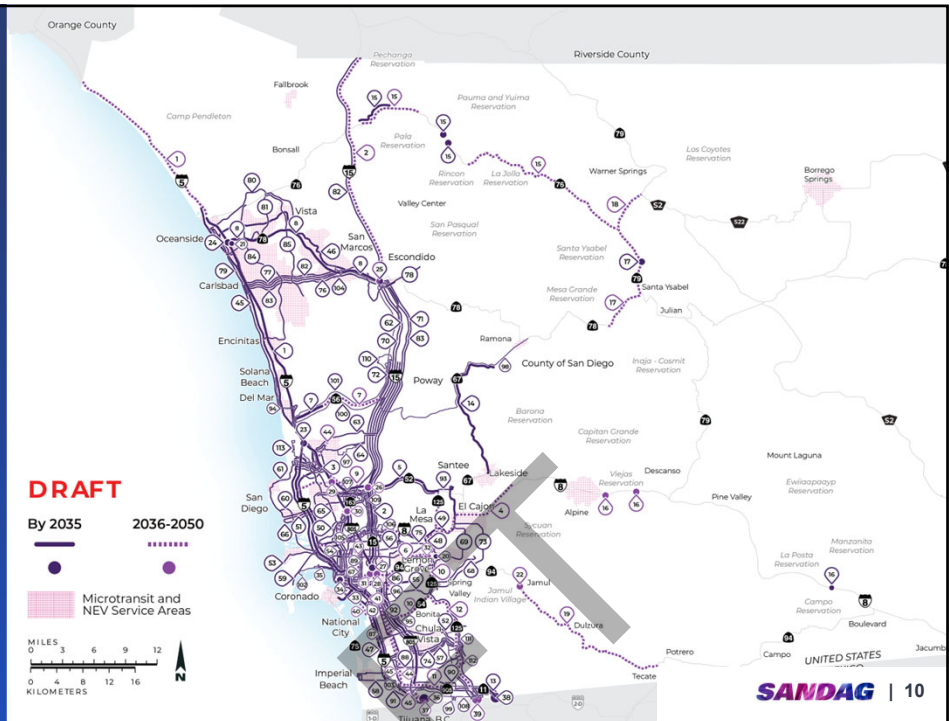
**Problems Connecting Between Types of Transportation**



**Biking & Walking Safety Issues**

9

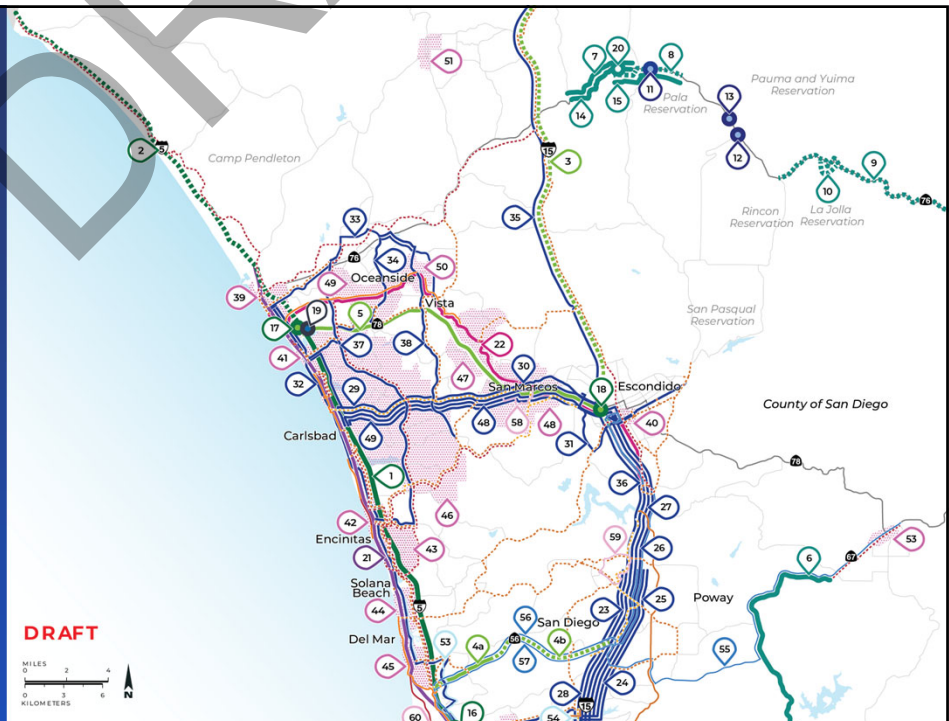
# The 2025 Regional Plan Initial Concept



10

## Initial Concept

### Northern Subregion

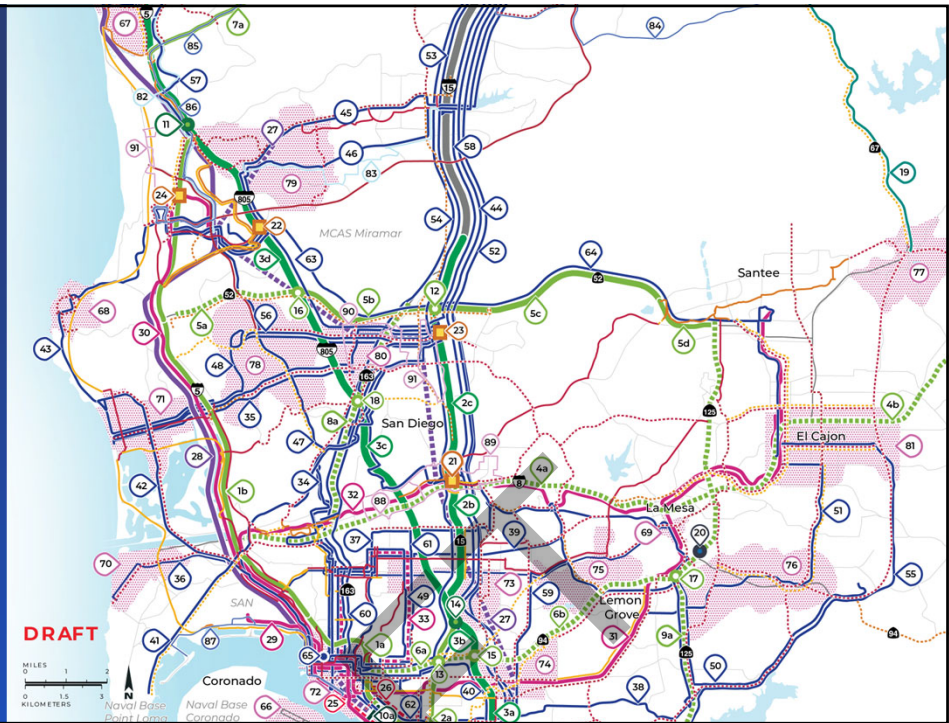


11



## Initial Concept

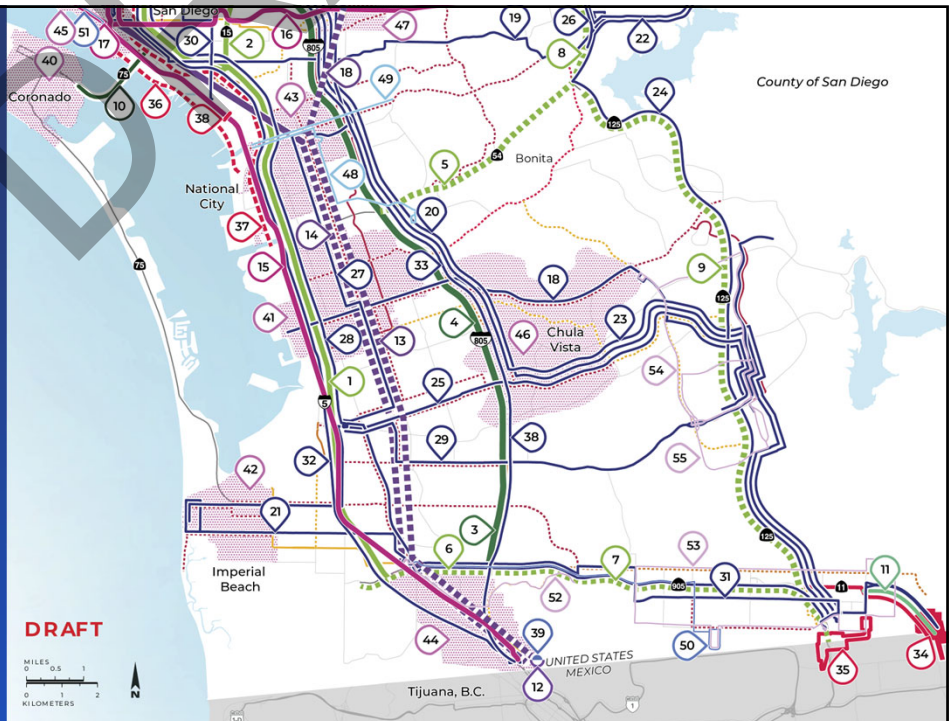
### Central/Eastern Subregion



12

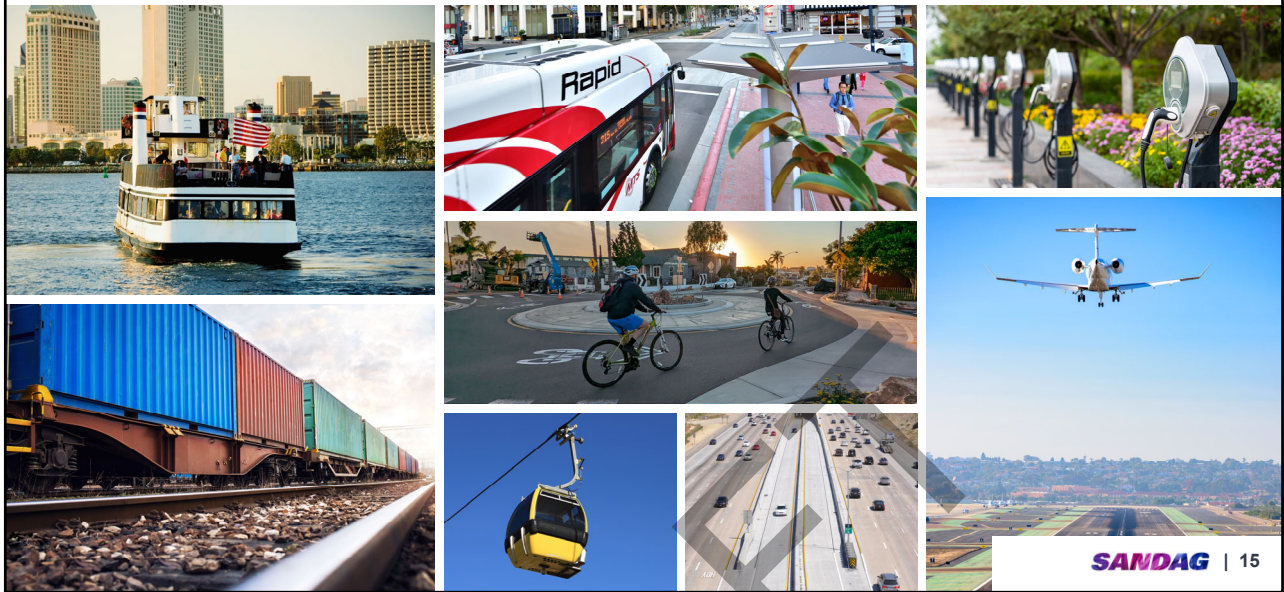
## Initial Concept

### Southern Subregion



13

## Fiscally Unconstrained Network



15

## Stay connected with SANDAG

- Explore our website  
[SANDAG.org](https://SANDAG.org)
- 🔍 Follow us on social media:  
[@SANDAGregion](#) [@SANDAG](#)
- ✉ Email: [pio@sandag.org](mailto:pio@sandag.org)

**SANDAG**

18

18

February 12, 2024

## SANDAG Employer Commuter Program Overview

### Overview

Sustainable Transportation Services (STS) is the Transportation Demand Management (TDM) program for the San Diego region, administered by San Diego Association of Governments (SANDAG). The goal of the STS program is to reduce traffic congestion and greenhouse gas emissions by encouraging the use of transportation alternatives to driving alone. STS helps to achieve this goal by offering programs and services including a subsidized vanpool program, incentives for riding transit and carpooling, bike education and support, and a Guaranteed Ride Home program. STS promotes these programs and services through outreach, marketing campaigns, and annual events like Bike Anywhere Day and Clean Air Day.

**Action: Information**

**Staff will present an overview of the Sustainable Transportation Services program and benefits.**

**Fiscal Impact:**

None.

**Schedule/Scope Impact:**

None.

Within STS, the Employer Commuter Program helps employers with developing and implementing solo car trip reduction programs. The goal of the commuter program is to measurably reduce Single Occupant Vehicle (SOV) trips to work sites.

### Key Considerations

When employers join the Employer Commuter Program, SANDAG works with an employer to create a tailored program for employees. The process starts with assessing commuter needs and then creating and helping market a customized commuter benefits program. The last time the Navy surveyed was in 2018, the Coast Guard in 2019 and the Marines have not yet surveyed. Employers earn points through promoting sustainable commute choices and are recognized annually for their efforts through the Diamond Awards. On average, employers that work with SANDAG have reduced the number of employees who drive alone to work by 10%. The military has been a part of this program for many years. However, due to the Covid 19 pandemic, we have seen a 56% decrease in military vanpools. We are working through targeted efforts to rebuild the vanpool program and determine additional strategies to support sustainable commute modes to military bases and installations. The SANDAG vanpool program provides up to \$600 towards the lease of a vehicle and the military's Transportation Incentive Program (TIP) program provides an additional \$300 making it a low cost option. The military's TIP program also provides transit at no cost for active military who use transit at least 50% of the commuting days each month.

### Next Steps

The SANDAG Employer Commuter Program aims to continue work with military staff to support sustainable transportation options. Future efforts may include launching a survey to identify travel behavior and campaigns to increase awareness of services available.

***Antoinette Meier, Senior Director of Regional Planning***







# Sustainable Transportation Services

## Employer Commuter Program Overview

SANDAG Military Working Group: Item 10  
Presented by Khalisa Bolling, Senior Regional Planner  
February 12, 2024

1

## Transportation Demand Management

### Sustainable Transportation Services



**SANDAG** | 2

2

## Employer Commuter Program

200 employers throughout the region

Free services and programs to encourage sustainable commute choices:

- Transit
- Bike
- Walk
- Carpool
- Vanpool
- Telework

Voluntary participation in program

Survey analysis report

Marketing materials to promote participation



steer

CENTRIC

BIKE COALITION  
SANDAG COUNTY

SANDAG | 3

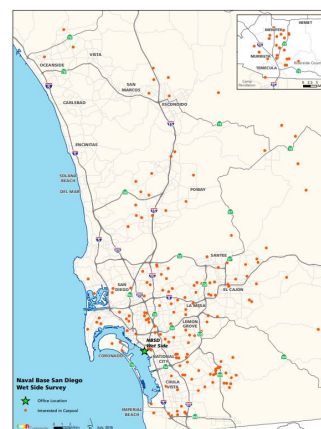
3

## Employer Commuter Survey

- Navy last surveyed in 2018
- Coast Guard surveyed in 2019
- Marines have not surveyed

### Survey provides:

- Point of origin (zip code) for commute
- Transportation mode they currently use
- Mode they would be willing to try
- Challenges or facilitators
- Additional questions can be added- would you take the ferry or shuttle if available?



SANDAG | 4

4



## Sustainable Commuting Services

- **Transit:** “Try transit” events with free transit passes and route planning assistance
- **Vanpool:** Monthly subsidies of \$500-\$600 towards the lease of a new van
- **Carpool:** Formation/matching events
- **Bike:** Bike education classes, bike lockers and bike maps
- **Teleworking:** Consulting services and training modules
- **Guaranteed Ride Home program:** In case of an emergency, reimbursement up to \$100 per ride up to three times a year
- **Webinars:** information on a variety of transportation topics



5

## Try Transit

### Free Transit for a month

- Haven't taken transit to work in the past 2 months
- Willing to take it for 4 roundtrips
- Willing to complete a survey at the end of the month



### Route Planning Assistance

6

## Transportation Incentive Program (TIP)

- TRANSservice Debit Card to pay for mass transit including the COASTER, the Bus, Trolley and Vanpool
- TIP participants must use mass transit or rideshare at least 50 percent of the commuting days each calendar month.
- All active duty Navy and Marine Corps personnel, Navy civilians and Non-Appropriated Fund (NAF) employees are eligible. Members of Reserve Components serving on active duty for more than 30 days are also eligible for the program.

SANDAG | 7

7

## Vanpool

- 5 or more people
- Great option for employees commuting 20+ miles
- Receive up to \$600 for vanpool vehicle rental costs
- Military & federal employees receive an additional \$300 towards vehicle rental costs
- Start a new vanpool or join an existing by joining the interest list
- Vanpool matching events



SANDAG | 8

8

## Military Vanpools

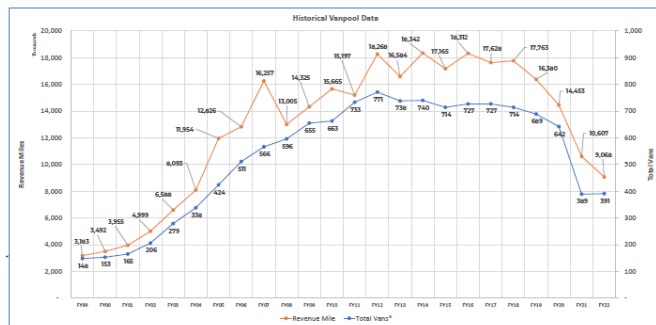
### Top Vanpool Sites:

NASNI – 37

Naval Base San Diego – 30

Camp Pendleton – 28

MCAS Miramar – 9



Vanpool Employer Industry as of June 2023		
Industry	Number of Vans	Percentage
Arts, Entertainment, & Recreation	15	4%
Education Services & Academic Institutions	7	2%
Food Services & Drinking Places	2	1%
Government & Public Administration	118	30%
Health Care & Social Assistance	5	1%
Manufacturing	65	16%
Military	135	34%
Other	6	2%
Professional, Scientific, & Technical Serv	40	10%
Retail Trade	2	1%
<b>Total</b>	<b>395</b>	<b>100%</b>

SANDAG | 9

9

## Naval Bases Advertising

Spring 2023 | June

### Naval Base Digital Slides

In Total: **708,000 impressions** were served across San Diego Naval bases in Coronado, Point Loma, Naval Base San Diego, and Naval Medical Center

- Ads were placed in high-traffic areas on Naval Bases such as movie theaters & gyms
- Digital Monitor Ads brought in 650,000 impressions to your military audience, and theater ads delivered 58,000 impressions

**Ride Together, Save Together!**

- Receive up to \$600 monthly for vanpool vehicle rental costs
- Receive up to \$300 monthly per person through the Transportation Incentive Program

Learn more  
[SANDAG.org/MilitaryVanpool](https://SANDAG.org/MilitaryVanpool)  
 619.710.4009

**SANDAG**



SANDAG | 10

10



## Bike Encouragement Programs

### Bike Parking

- 600 electronic locker spaces
- 65 locations
- \$25 refundable deposit
- Piloting larger lockers
- Future piloting at activity centers

### Regional Bike Map

- Online & print
- Updated in May 2022

### Bike Education

- Classes, group rides, bike maintenance quick checks
- Employers & schools



11

## Guaranteed Ride Home Program

### You'll never be stranded.

Registered participants can get reimbursed up to \$100 for a ride home by taxi, rideshare, or transit up to **three** times per year in the event of:

- Personal or family emergency
- Unexpected overtime
- Carpool or vanpool ride being unavailable due to unexpected schedule changes or vehicle breakdown
- Being stranded at work due to a bike problem, such as a flat tire, mechanical failure, vandalism, or theft



**GRH**  
REIMBURSEMENT  
\$\$\$

**SANDAG** | 12

12

## Bike Anywhere Day



**SANDAG**  
Bike Anywhere Day 2023

Thursday, May 18, 2023

#BikeAnywhereSD




**SANDAG** | 13

13

## Clean Air Day



**SANDAG**  
**Clean Air Day**  
Wednesday, October 4  
Pledge to Commute for Clean Air




SANDAG.org/CleanAirDay

**SANDAG** | 14

14

## Webinars & Networking Events

### Quarterly Webinars

- How to use Transit and Bike Lockers
- Commuter Tax benefits
- Know Before You Go (Bike Anywhere Day)

### Moving Together Series

- Regional In Person Networking Forums



SANDAG | 15

15

## Diamond Awards

The Diamond Awards program recognizes employers in the San Diego region who have made strides to promote sustainable commute choices in the workplace.

Points are awarded based on:

1. **Commuter Program Attributes**
2. **Annual Commuter Activities**
3. **Employee Commute Changes**



SANDAG | 16

16



## Stay connected with SANDAG

- Explore our website  
[SANDAG.org](https://SANDAG.org)
- 🔍 Follow us on social media:  
[@SANDAGregion](#) [@SANDAG](#)
- ✉ Email: [khalisa.bolling@sandag.org](mailto:khalisa.bolling@sandag.org)

**SANDAG**